

# FINANCIAL TIMES

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Viewers' obsessions

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**European Union**  
Substantial agenda for Amsterdam

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**German telecoms**  
Angry arguing in public

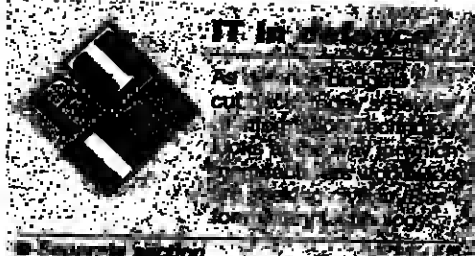
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World Business Newspaper <http://www.ft.com>

WEDNESDAY APRIL 2 1997



## Netanyahu talks of forming national unity government

Israeli prime minister Benjamin Netanyahu said he was considering a national unity government in an attempt to reach a broad consensus for a final settlement with the Palestinians. His remarks came as two Palestinians, apparently suicide bombers, were killed in explosions targeted at Jewish settlers in the Gaza Strip and Israeli troops shot dead two Palestinians near the West Bank town of Nablus. The opposition Labour party is divided about joining a national unity government. Ehud Barak, front runner in the party's leadership race, said Mr Netanyahu was "playing for time". Page 4

**Suez board backs merger** The board of French holding company Suez approved a merger with the utilities group Lyonnaise des Eaux. It also proposed the payment of a special dividend, likely to total more than FF93bn (\$14.2bn). Page 17; Lex, Page 18; Logic is simpler than logistics, Page 20

**Pakistan president's power weakened** Pakistan's MPs voted unanimously to repeal the power of the president to sack elected governments. Opposition leader Benazir Bhutto, sacked as premier by the president in November, said the move was a victory. Page 7

**Russian liberals alarmed at treaty** Russian liberals say a union treaty due to be signed between Russia and Belarus would damage Russia's economy. Page 2; Editorial Comment, Page 17

**Big interest in Bre-X shares** Toronto stock exchange's computer system was overwhelmed when shares in Canadian exploration company Bre-X began trading after a one-day halt. More than 2m shares of the troubled Calgary based company changed hands in the first two minutes of trading. Page 17

**Row over ArianeSpace leadership** The French government and European aerospace are at odds over the leadership of ArianeSpace, the world's biggest commercial satellite launching organisation. Page 16

**Trident refit costs soar** Facilities to refit Britain's Trident nuclear missile submarine fleet at Devonport in south-west England will cost about \$550m (\$877m), almost 50 per cent more than the cost quoted when the contract was awarded in 1995, the Ministry of Defence said. Page 3

**GKN and GKN in \$4.7bn arms bid** French defence equipment manufacturer Giat Industries joined forces with GKN of the UK and German engineering groups Krauss Maffei and Rheinmetall to bid for the \$4.7bn European multi-role armoured vehicle programme. Page 5

**New computer model for credit risk** A group of international banks will today launch a computer model for measuring credit risk which they believe could reduce the cushion of capital regulators require them to hold. Page 16

**Jobs flexibility common across EU** Wage and employment flexibility are common across the European Union, a survey of European-based companies shows. Page 3

**C&N faces delisting threats** Thai construction company Christiani & Nielsen, which engineered a takeover of the Danish parent company in 1992, is in danger of being delisted from the Thai stock exchange after reporting higher than expected losses. Page 17

**Malaysia publishes listings rules** Malaysia announced guidelines under which foreign companies may seek to list their shares on the Kuala Lumpur stock exchange. Page 7

**Storm hits US east coast** A spring storm lashed the US east coast with snow, hail and gales, leaving one person dead and thousands without power. Weather reports, Page 16

**FT.com** the FT web site provides online news, comment and analysis at <http://www.ft.com>

STOCK MARKET INDICES	
New York: Dow Jones	5,572.50 (-10.58)
NASDAQ Composite	1,213.28 (-5.42)
Europe and Far East	
CAC40	2,851.82 (-74.89)
DAX	2,258.11 (-132.12)
FTSE 100	2,248.11 (-64.8)
Nikkei	17,888.59 (-133.81)
US LONG-TERM RATES	
Federal Funds	5.00%
3-mth Treasury Bill	5.307%
Long Bond	7.44%
Yield	7.77%
OTHER RATES	
UK 3-mth bank	6.5%
UK 10 yr Gilt	8.75%
France 10 yr OAT	8.75%
Germany 10 yr Bund	8.00%
Japan 10 yr JGB	105.25%
NORTH SEA OIL (Ardagh)	
Brent Dated	\$18.25 (18.58)

## French and German markets worst hit in wake of heavy US losses

# European shares fall amid fears of end to bull run

By Richard Lapper in London, Lisa Branstetter in New York and Gerard Baker in Washington

European markets fell sharply yesterday following two days of heavy losses on Wall Street, with German and French share prices particularly badly hit.

The falls gave rise to fears that Europe's strong bull run may be coming to an end. Mr Mark Howdle, head of European equity strategy at UBS, the Swiss bank, said: "The party is over. The correction we have been looking for has begun."

US markets, which have fallen by nearly 5 per cent since trading closed in Europe for Easter, were calmer but dropped lower in early trading, following data showing that the strong pace of economic growth appears to be gaining momentum.

German shares suffered one of their biggest one-day falls during floor trading in Frankfurt, with the DAX index los-

ing nearly 3.7 per cent to close at 2,258.11. In Paris, the CAC-40 suffered a fall of 2.5 per cent, ending the day at 2,851.82, down 74.89.

London shares were less severely hit. But although the FTSE 100 ended the day off its lows, the market still closed down 64.8 at 2,248.11. Some of Europe's smaller equity

markets also saw significant falls, with the Amsterdam and Stockholm markets down by more than 4 per cent. Swiss share prices fell too, with the SMI index closing 157.5 lower at 4,501.7, down 3.4 per cent.

European bond prices drifted lower, with yields on German 10-year bonds rising to 6 per cent for the first time since November. European markets were partly catching up with the recent falls on Wall Street, which follow the increase in short-term interest rates by the Federal Reserve.

The Dow Jones Industrial Average lost 140 points on Thursday and a further 157 points on Monday, the biggest two-day fall in points, not percentage, since 1987.

In New York, blue chip shares were positive through much of the early part of yesterday's session before falling into negative territory in the early afternoon. Just after noon, the Dow Jones Industrial Average was off 15.11 at 5,572.50.

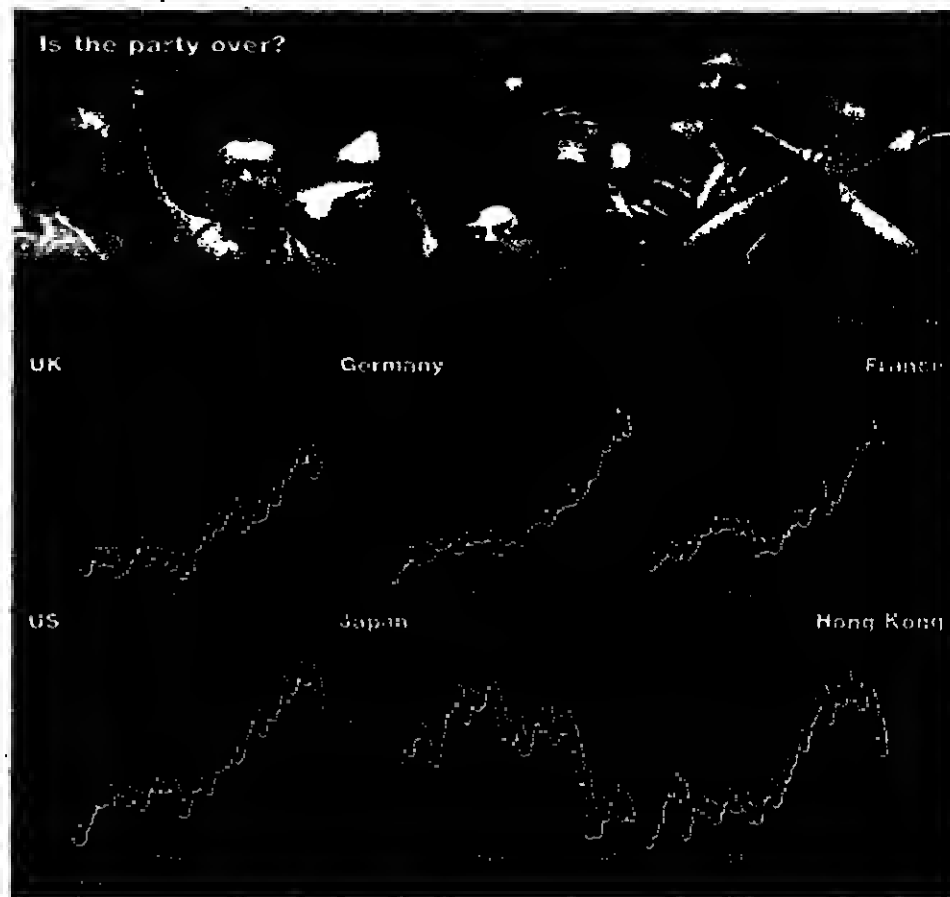
Yesterday's economic data showed that US construction spending, a key index of leading economic indicators, surged in February.

Figures from the National Association of Purchasing Management showed that US economic activity in the manufacturing sector also accelerated last month. In Europe, there are now fears that shares

are overvalued following their strong recent run. Mr Howdle estimated that European shares had become overvalued by between 5 per cent and 15 per cent.

There are also signs that the strong inflows of liquidity from US investors which have boosted German and other markets are beginning to disappear, with reports that US investors are redeeming their holdings of mutual funds.

Earlier yesterday, Asian markets also slid lower, with Hong Kong the worst-hit. The Hang Seng index plummeted by 460.13 points, or 3.67 per cent, to 12,074.13. In Tokyo, the Nikkei 225 index, closed at 17,888.59, down 133.



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## US set to block EU exports of meat after talks fail

By Nancy Dunne in Washington, Emma Tucker in Brussels and Alison Maitland in London

Trade hostilities over food broke out between the US and the European Union yesterday, threatening hundreds of millions of dollars worth of transatlantic trade in meat and other foodstuffs.

Washington announced it would block EU meat exports worth \$60m a year from April 15 after the two failed to agree on recognition of each other's hygiene standards and inspection methods.

The EU introduced rules yesterday that require countries to comply with its hygiene standards if their governments have not reached mutual recognition agreements with Brussels.

Mr Dan Glickman, US agriculture secretary, said the rules would hit US exports of red meat, poultry, eggs, dairy products and fish worth more than \$125m a year.

The US and the EU have been trying for nearly three years to establish a mutual recognition system - known as veterinary equivalence - required by the Uruguay Round world trade agreement.

The US is assessing a move to the World Trade Organisation if no bilateral agreement is reached but hopes the EU can be lured to the negotiating table.

However, the European Commission cancelled talks scheduled for last night after discovering that the US was seeking to take the matter up directly with individual member states.

The US believes EU negotiators are overreacting to the mad cow crisis. The Commission said it was unable to reach agreement with the US because of the

## New shake-up for Japanese banks

By William Dawkins and Owen Robinson in Tokyo

### Tokyo seeks to restore sector's credibility

Japan's finance ministry is seeking to restore the credibility of the country's banks by inviting weak institutions to withdraw from foreign markets so that remaining lenders would be seen by overseas investors as "safe and sound".

The move follows a further shake-up yesterday within the country's top 20 lenders. Under a finance ministry rescue plan, Nippon Credit Bank, the smallest of Japan's three long-term credit banks which is carrying at least ¥1,000bn (\$81bn) in bad loans, is to receive ¥300bn of new

capital from the central bank, other private sector banks and insurance companies. In return it will sell assets, sell property, including foreign holdings and its Tokyo HQ, and cut staff by 20 per cent, or 600 people. It will also write off three failing non-banking affiliates, which yesterday filed for bankruptcy with total debts of more than ¥2,000bn - collectively the country's largest corporate collapse.

Meanwhile Hokkaido Tokai, largest lender on the northern island of Hokkaido, is to merge with the regional Hokkaido Bank. They will cut 2,000 jobs, 25 per cent of their combined staff, and reduce non-interest costs by 30 per cent by the end of the decade.

Senior officials said the plans were a big step towards reducing surplus capacity in Japan's banking industry. Mr Hiroshi Mitsuoka, finance minister, said the NCB restructuring and Hokkaido banks' merger would "help restore confidence" and "secure the credibility of Japan's banking system".

However, bank share prices continued to slide in Tokyo, and financial analysts were unimpressed with the plans. Mr James Florillo, banking analyst at ING Barings in Tokyo, said they were a return to the so-called convoy system, under which strong banks are put under government pressure to bail out weak ones.

Finance ministry officials denied banks were being forced to the rescue, although Mr Sato Nakai, deputy director-general of the ministry's banking bureau, said the 12 lenders

which put up new capital for NCB were "reluctant". Mr Nakai denied there had been a change of policy from the ministry's earlier willingness to let weak banks collapse, as it did last November by ordering the closure of regional lender Hanwa Bank. NCB was too large to be allowed to fail, said Mr Nakai.

The government was sticking to its policy of guaranteeing the survival of the top 20 banks until 2001, by when it intended to complete the deregulation of the Tokyo capital markets, Mr Nakai added.

Editorial Comment, Page 15  
NCB overhaul, Page 21

## Airbus set to clinch \$2bn Chinese deal

By Tony Walker in Beijing

Airbus Industrie is set to win orders from China for up to 60 aircraft worth about \$2bn. The deal is likely to coincide with the visit to Beijing next month of President Jacques Chirac of France.

The proposed bulk order follows China's \$1.2bn purchase last year of 30 Airbus A-320s, and will help narrow the gap between the aircraft supplied by the European consortium and those by its US rival Boeing, which dominates the Chinese commercial fleet.

Airbus officials said details had yet to be worked out but China's interest was flagged last week with a visit to the group's Toulouse headquarters by Mr Qiao Guo, number three in the Beijing hierarchy.

Mr Jean Pierson, president of Airbus Industrie, last month held talks in Beijing with Premier Li Peng, whose visit to France last year coincided with China's agreement to buy the A-320s.

Chinese aviation officials say they want to achieve a balance between Airbus and Boeing, Boeing and McDonnell Douglas, which recently merged, account for about three-quarters of China's 400 commercial jets. Airbus has about a 10 per cent share.

China's ninth Five-Year Plan (1996-2000) includes buying about 240 aircraft. Orders for roughly half have already been placed.

Beijing is also on the verge of concluding negotiations for the assembly and manufacture in China of a 160-seat regional jet in partnership with a European consortium, which includes Airbus Industrie.

Mr Chirac's visit is expected to expedite the A320 project, a joint venture between Aviation Industries of China, Singapore Technologies and the four-partner Airbus consortium - Aerospatiale, British Aerospace, Daimler-Benz Aerospace and Construcciones Aeronauticas de Spain.

The expected Airbus deal follows China's agreement last month to purchase five Boeing 777s. It takes Chinese purchases of Boeing aircraft to 15, worth about \$2bn, since a two-year moratorium on new orders was lifted last year.

The Airbus purchases are expected to be dominated by "narrow-body" A-320s and the slightly larger A-321s. Beijing may also order several wide-bodied aircraft but the main requirement is for regional jets to enable further expansion of the domestic network. Traffic is growing by about 15 per cent a year.

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Treaty to be signed today has raised fears about economy and democratic progress

## Belarus link alarms Russian liberals

By John Thornhill  
in Moscow

Russian liberals have expressed alarm about a union treaty due to be signed today between Russia and Belarus. They claim it would damage their country's economy and delay progress towards democracy.

However, Mr Boris Yeltsin, Russia's president, said he was a "consistent and firm" supporter of the unification of the two neighbouring Slavic states, both of which

are former Soviet republics. "It is a geopolitical necessity and an economic reality," a Kremlin spokesman said.

Mr Yeltsin will play host to Mr Alexander Lukashenko, his Belarusian opposite number, in Moscow today to sign a union treaty committing the two countries to closer integration.

But the treaty's precise details have been the subject of fierce in-fighting in the Kremlin and could yet be modified into a more general

statement of political intent. Mr Anatoly Chubais, the liberal first deputy prime minister, has strongly opposed a full union, fearing its economic consequences.

Mr Sergei Shakhrai, a political adviser to Mr Yeltsin's and one of the treaty's keenest supporters, has said union with Belarus would be the most effective response to Nato's eastward enlargement plans. Belarus shares a long border with Poland, which is pressing strongly for Nato membership.

Political observers in Moscow have previously dismissed talk of a union treaty as empty rhetoric but their current concern suggests the move has powerful backers in the Kremlin.

The liberal *Izvestiya* newspaper yesterday decried the proposed agreement, saying the fate of Russia was being decided behind its back. "Is a treaty or a conspiracy being prepared in the corridors of power?" it asked.

Russian liberals have fiercely criticised the way

Mr Lukashenko has run his country of 10m people after he disbanded parliament last year and clamped down on opposition activity.

"You cannot talk about negotiating integration with a state where there is political repression and the conditions for the normal existence of the opposition are ruled out and the work of the media is restricted," said Mr Grigory Yavlinsky, leader of the liberal Yabloko faction.

Editorial comment, Page 15



The scourge of foreign limousine-loving Russian bureaucrats, Boris Nemtsov (right) welcomes IMF chief Michel Camdessus to Moscow yesterday

## Swapping your Merc for Volga is no joke

By John Thornhill

Some of Russia's myriad bureaucrats may have dismissed it as an April Fools' Day joke, but a presidential order theoretically came into effect yesterday banning them from driving foreign cars.

The move to trim the privileges of Moscow's Mercedes-loving apparatchiks was the initiative of Mr Boris Nemtsov, the radical governor of Nizhny Novgorod. He has just entered government as a first deputy prime minister.

Mr Nemtsov lost little time persuading President Boris Yeltsin that all government bureaucrats should drive Russian-made Volga cars and sanction off their foreign limousines in order to help settle the government's debts to federal

employees and pensioners. "When life is miserable for most people, it is not proper for the rulers to wallow in riches," Mr Nemtsov proclaimed.

However, financial analysts were quick to note that Volga cars happen to be manufactured by the GAZ plant located in Mr Nemtsov's Nizhny Novgorod. GAZ's share price leapt as a result.

Undeterred by the controversy, the first deputy premier has hinted that he may pursue his cost-cutting crusade further, by axing transport and housing allowances for all but "the most ill and distinguished" of bureaucrats.

Ministers have been falling over each other to match the new puritanical mood. Mr Yevgeny Yasin, a minister for economic policy, was

proud to reveal that he had switched to a Volga long ago.

"It was not out of jingoism; it was motivated by purely economic considerations. My Volga car costs the ministry Rhs15m (\$2,600) a month and an Audi costs Rhs32m," he said.

One St Petersburg official complained yesterday that the bulky, boxy Volga was of low quality and needed frequent repairs.

But Mr Nikolai Pugin, president of GAZ, said the company would introduce a new model for government bureaucrats in May. The GAZ-3110 would cost about \$10,000 and boast more extras than the basic Volga including improved braking and lighting systems and more comfortable seats.

## Kiev basks in unaccustomed Russian sun

Matthew Kaminski reports on change in the political climate

General George Joulwan, Nato's supreme allied commander, received a warm welcome on his arrival in Kiev yesterday for talks on bringing Ukraine and the western alliance closer.

It was the sort of scene that might have been expected to raise temperatures in Moscow. Ukrainian leaders - and some western officials - have long feared that Nato's planned expansion into central Europe could provoke a rash Russian response, and put fresh pressure on "grey zone" countries such as Ukraine.

The opposite, in fact, appears to be happening. The expanding co-operation with Nato, given added urgency by the looming expansion, has made Ukraine more confident in its dealings with Russia.

And since the US-Russia summit in Helsinki last month, when the Kremlin committed itself to better ties with the west, Moscow has taken a more conciliatory approach toward its neighbours.

Evidence of this came at the weekend during a break in the otherwise unproductive summit of the Commonwealth of Independent States, the grouping of former Soviet republics.

As Ukraine had long sought, President Boris Yeltsin told his Ukrainian counterpart, Mr Leonid Kuchma, that he was detaching the normalisation of ties with Kiev from the contentious issue of dividing up the jointly shared Black Sea Fleet and settling the terms for Russia's continued presence in Sevastopol, the fleet's headquarters in Ukrainian Crimea.

Now apparently recovered from pneumonia and heart surgery, the Russian leader also announced that his visit to Kiev, delayed six times in the past three years, would take place late next month or in early June.

"The whole world keeps speculating about our relations," Mr Yeltsin said after meeting Mr Kuchma at the CIS summit. "But we have good, warm relations - you and I together, and Ukraine and Russia."

Such friendly rhetoric has not been heard for a while, as relations between the ex-Soviet Union's two most populous countries have been acutely strained ever since independence in 1991.

Ukraine had even aggressively played up its Nato aspirations in the weeks before the CIS summit. Some officials suggested it might soon apply to join.

"At the moment it's the best of all possible worlds," said a western diplomat in Kiev. "Yeltsin seems to have realised that neighbouring countries have other options. Russia is not strong enough to beat them up, so it has to be nice."

Mr Anton Butenko, Ukraine's deputy foreign minister, argued that Nato expansion, rather than encourage reactionaries in Russia, could be "a great stimulus" for Russian democracy and regional stability.

"We are extremely pleased that a healthy Boris Yeltsin has taken a more constructive position," said Mr Kuchma.

Stressing that his country



Visit to Kiev yesterday of Nato commander Gen Joulwan had prompted no Kremlin protest

ity guarantees," said Mr Volodymyr Horbulin, head of the national security council.

The other potential "grey zone" countries around Russia's rim are also guardedly optimistic that the Kremlin may be prompted into giving up its claims of regional hegemony.

Leaders of the Baltic countries last week welcomed Mr Yeltsin's declaration in Helsinki that Russia would guarantee never to invade them again and his call for renewed talks on finally concluding border and mutual recognition treaties held up for years.

But Estonia, Latvia and Lithuania said their goal remained eventual Nato membership, holding out the hope that a less threatening Russia would soften western apprehensions about admitting them. The Baltics are not likely to be included in the first wave of expansion.

"The Russian president's position that the tragedies of the past will not be repeated improves the possibility that Lithuania can become a Nato member sooner rather than later," said Mr Algirdas Saudargas, Lithuania's foreign minister.

## Rush for Ukraine mobile phone partners

By Matthew Kaminski  
in Kiev

Two Ukrainian companies are scrambling for foreign partners before the deadline on Saturday for them to buy cellular telephone operating licences from the government.

The development of a GSM-900 cellular network has been thrown into doubt with last week's decision by the US electronics company Motorola to abandon a

planned \$500m 10-year investment with its local partner, Ukrainian Radio Systems (URS).

Motorola blamed the "ever-changing terms and conditions" of the licensing procedures and accused the government of creating a poor investment climate.

"Motorola cannot continue to invest in Ukraine when the government is constantly changing the rules of the game," said Ms Victoria Bondar, Motorola's public

relations director in Kiev. It would have been one of the largest investments in Ukraine. The company will continue its other activities in the country.

A weak economy and political uncertainty have damped investor enthusiasm for Ukraine, which attracted just \$1.4bn in foreign investment between 1991 and 1996 compared with more than \$12bn in Hungary, a fifth its size.

URS and Kiev Star, which also won a licence to use the necessary frequencies, need foreign capital and know-how to construct a nationwide GSM network compatible with cellular services in other countries.

Kiev Star said yesterday it was considering offers from 10 foreign operators. URS would not comment.

Ukraine Mobile Communications (UMC) - a consortium formed in 1993 by Ukraine Telecom, Deutsche Telekom, PTT Netherlands and TeleDanmark - was also awarded a licence and plans to go ahead with constructing a network.

The government last year provoked a storm by refusing to grant URS and UMC the GSM frequencies promised in earlier licensing agreements. Some officials privately complained the companies had paid too little.

The government decided to resolve the dispute with a second tender, this time for licences specifically for frequencies. This gave new local companies the chance to enter the market.

This second tender, which was delayed, produced three winners rather than the two that the western companies had not awarded a licence last month. It said it remained interested in developing a cellular business in Ukraine.

Daewoo of South Korea, which has other operations in Kiev, was the only bidder to emerge from the tender. It said it remained interested in developing a cellular business in Ukraine.

**TENDER NOTICE**  
**UK GOVERNMENT**  
**ECU TREASURY BILLS**  
For tender on 8 April 1997

- The Bank of England announces the issue by Her Majesty's Treasury of ECU 1,000 million nominal of UK Government ECU Treasury Bills, for tender on a bid-ask basis on Tuesday, 8 April 1997. An additional ECU 50 million nominal of Bills will be allotted directly to the Bank of England for the account of the Exchange Equalisation Account.
- The ECU 1,000 million of Bills to be issued by tender will be dated 10 April 1997 and will be in the following maturities:  
ECU 200 million for maturity on 15 May 1997.  
ECU 500 million for maturity on 10 July 1997.  
ECU 300 million for maturity on 16 October 1997.
- All tenders must be made on the printed application forms available on request from the Bank of England. Completed application forms must be lodged, by hand, at the Bank of England, Customer Settlement Services, Threadneedle Street, London not later than 10.30 a.m., London time, on Tuesday, 8 April 1997. Payment for Bills allotted will be due on Thursday, 10 April 1997.
- Each tender at each yield for each maturity must be made on a separate application form for a minimum of ECU 500,000 nominal. Tenders above this minimum must be in multiples of ECU 100,000 nominal.
- Tenders must be made on a yield basis (calculated on the basis of the actual number of days to maturity and a year of 360 days) rounded to two decimal places. Each application form must state the maturity date of the Bills for which application is made, the yield bid and the amount tendered for.
- Notification will be despatched on the day of the tender to applicants whose tenders have been accepted in whole or in part. For applicants who have requested credit of Bills in global form to their account with ESO, Euroclear or CEDEL, Bills will be credited in the relevant systems against payment. For applicants who have requested definitive Bills, Bills will be available for collection at Customer Settlement Services, Bank of England after 1.30 p.m. on Thursday, 10 April 1997 provided cleared funds have been credited to the Bank of England's ECU Treasury Bill Account No. 58005516 with Lloyds Bank Plc, Bank Relations, St George's House, PO Box 787, 6-8 Eastcheap, London EC3M 1TL. Definitive Bills will be available in amounts of ECU 10,000, ECU 50,000, ECU 100,000, ECU 500,000, ECU 1,000,000, ECU 5,000,000 and ECU 10,000,000 nominal.
- Her Majesty's Treasury reserves the right to reject any or part of any tender.
- The arrangements for the tender are set out in more detail in the Information Memorandum on the UK Government ECU Treasury Bill programme issued by the Bank of England on behalf of Her Majesty's Treasury on 28 March 1996, and in supplements to the Information Memorandum. All tenders will be subject to the provisions of the Information Memorandum (as supplemented) and to the provisions of this notice.
- The ECU 50 million of Bills to be allotted directly to the Bank of England for the account of the Exchange Equalisation Account will be for maturity on 16 October 1997. These Bills may be made available through sale and repurchase transactions to the market makers listed in the Information Memorandum (as supplemented) in order to facilitate settlement.
- Copies of the Information Memorandum (and supplements to it) may be obtained at the Bank of England. UK Government ECU Treasury Bills are issued under the Treasury Bills Act 1877, the National Loans Act 1968 and the Treasury Bills Regulations 1968 as amended.

Bank of England  
1 April 1997

Italian battle lines drawn as state oil group cuts some prices

## Eni ignites petrol pump war

By Robert Graham in Rome

A curious petrol pump war is being waged in Italy as a result of a decision at the weekend by the state-controlled oil group, Eni, to lower some of its prices.

The battle lines are varied. Petrol station operators have threatened a three-day strike, protesting against Eni, and the government, for unfair competition. Consumers are railing against the prospect of the strike, promised from April 15-17. The centre-left government, meanwhile, is quietly prodding the oil companies and operators to bring prices in line with the rest of Europe.

Through its subsidiaries Agip and Ip, Eni is the dominant distributor in Italy. On Thursday it announced it was lowering the price of

petrol by L50 (3 cents) a litre at its motorway self-service pumps. The company explained this was part of a more general plan to reduce self-service prices at more than 1,500 Agip and Ip stations - equivalent to 15 per cent of the total in Italy.

The decision came after a meeting between senior government ministers and Eni's chief executive, Mr Franco Bernabè, on the same day a mini-budget was unveiled. It thus looked to the vast motoring public remarkably like a sweetener imposed by the government, which, through the Treasury, remains Eni's chief shareholder. The government reckons motorists will save L1,000bn (\$600m) this year.

Even the anti-trust authority went public last month with a report stating

petrol prices in Italy were up to L72 a litre above any other European Union country. The government has been pressing for a reaction from the distributors. But any competitive shake-up must confront the appalling jungle of regulations in the sector, as well as the problems posed by the large number of small unmodernised petrol stations.

The operators say prices are higher because costs are greater and average annual turnover smaller than elsewhere in Europe (average sales are L80m against an EU norm of L200m). The unions simply fear heavy job losses, claiming that more than 10,000 jobs would be at risk if a price war takes root.

Though endorsed by the unions, the strike is being spearheaded by the association

of petrol station operators. While now admitting there is some room for price cuts, they say Eni's move is a "pure bluff" since the reductions are not across the board. They are anxious to force a deal with the government to ensure that the effects of price cuts are borne less by the operators and more by the petrol companies. This is expected to be hammered out in talks which begin today.

The consumers' association has challenged the right to invoke a strike. But, interestingly, consumers have remained relatively indifferent to the price cuts over the Easter holidays. According to Eni, about 50 per cent in the north opted for self-service. But, in the south, as many as 80 per cent opted to pay the old price and be served.

## Pinprick attacks draw Waigel blood

Pressure from rival has forced CSU leader on defensive, writes Peter Norman

Mr Theo Waigel, Germany's finance minister, has been forced to appeal for unity in the Christian Social Union, the party which he leads, following an escalation of rivalry with Mr Edmund Stoiber, the CSU prime minister of Bavaria.

In a signed article in *Bayerischer Kurier*, the CSU newspaper, he has urged "solidarity" on all wings of the party, which is the Bavarian sister of Chancellor Helmut Kohl's Christian Democratic Union and provides the second strongest group of MPs in the Bonn coalition.

Mr Waigel's article, which did not mention Mr Stoiber by name, follows a succession of pinpricks on both sides. The two have disagreed on taxation, social policy and Europe, where Mr Stoiber displays a thinly dis-

guised distaste for the planned single currency, the euro. When one makes a controversial suggestion, the other tends to knock it down, often through a background briefing with friendly journalists.

The press in Munich, where Mr Stoiber has his power base, and in Bonn, where Mr Waigel spends most of his week, has thus discovered a rich seam of stories and shown a determined to mine the "Theo and Edmund" show for all it is worth.

Mr Stoiber has sowed doubts about his party rival and boss without leaving a trail of damaging quotations. The normally good-natured Mr Waigel, who is more exposed because of his unpopularity as a budget-cutting finance minister, has been quick to take offence.

This became apparent when he recently warned Mr Stoiber publicly against challenging him for the leadership. "That would cause a crack in the CSU from which it would not recover before autumn 1998," he said.

The tensions have never been far below the surface. But they have acquired a new significance because of Germany's economic problems, for which Mr Waigel as finance minister cannot escape blame, and the emergence of a new force in Bavarian politics - a group of independent voters - which could threaten the CSU's absolute majority in Bavaria in state and federal elections, due next year.

The CSU has enjoyed a unique position in German politics since 1962, when it first gained an absolute majority in the Bavarian

parliament. It is Germany's most effective vote-gathering machine and has dominated politics in the state through a mixture of conservatism on ethical and law and order issues, support for generous social welfare benefits, and the encouragement of high-tech industries that have transformed Bavaria from one of Germany's most prosperous regions.

Now, partly because of the unpopularity of the Bonn coalition, the CSU is facing growing criticism at home. Mr Waigel was booed and called a "cowardly pig" by traditionally loyal farmers at the CSU's Ash Wednesday rally in Füssen last year.

The independent voters' group, which won 16 per cent of the vote in local elections last year, has decided in principle to contest future

elections at the state level. Although it lacks a platform and a list of candidates, it could prove attractive to CSU supporters who wish to protest but who would not vote for the opposition Social Democrats and Greens.

The absolute majorities of the past 35 years, which have given the CSU extra clout in Mr Kohl's coalition, could therefore be in peril.

Initial reactions to Mr Waigel's rallying cry, meanwhile, have not been encouraging. Ms Barbara Stamm, Bavaria's social affairs minister who has differed with Mr Waigel on pension and tax reform, declared that she put no value on such appeals. And the local party in Steinbach in Lower Bavaria became the first to demand that Mr Stoiber replace Mr Waigel as party leader.

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## EUROPEAN NEWS DIGEST

## Spain defends train safety

The Spanish government defended the safety standards of the country's state-owned railways after 20 people were killed in by two derailments on Monday night and early yesterday morning. Mr Francisco Alvarez-Cascos, deputy prime minister, described the accidents as a "dramatic coincidence". But he told Spanish radio he saw "no reason to change safety concepts".

Officials blamed excess speed for the country's worst rail crash since 1980, in which 18 passengers died and about 90 were injured when three carriages of a packed four-carriage intercity train were hurled off the track near Pamplona in northern Spain. The train, bound from Barcelona to Irún on the western side of the French-Spanish border, was said to have been travelling at 137 kilometres an hour (more than 85 miles an hour) as it crossed the points at a small station, more than four times the regulation speed.

The Renfe rail company said it was too early to reach conclusions about the causes of the night-time derailment of a Barcelona-Málaga express near Guadalupe, northeast of Madrid. A French woman and a Renfe employee were killed, and 22 others injured in the accident.

David White, Madrid

## Albania PM visits rebels



Albanian prime minister Fatos Nano (left) went to the rebel-held south yesterday for the first time since insurgents seized the region last month to begin talks with their leaders. Mr Nano arrived by helicopter in the stronghold of Gjirokastra, 30 km from the Greek border, and was greeted warmly by the armed rebels. Mr Nano said he was in the region to meet the "legal representatives of local power and public order" but quickly moved to discussions with rebels and elected officials alike. Killed officials have remained in the region but the south has been run by rebel Committees of Public Salvation since the army was driven out and weapons depots looted in early March.

Rightwing president Sali Berisha was forced to name Mr Nano, an opposition Socialist, to head an all-party crisis government on March 11.

France has offered 1,000 troops with armoured cars and personnel carriers to a multinational security force to protect humanitarian relief operations in Albania, the defence ministry said yesterday.

Italy is putting together a 5,000-strong force for the Balkan nation following approval from the United Nations on Friday. The force is also expected to include contingents from Greece, Spain, Turkey, Romania and possibly Portugal.

Reuters, Tirana

## Europay card issue up

Europay, the consortium which manages the MasterCard and Eurocheque brands in Europe, reported a 14 per cent increase in the number of its cards in issue last year to 149.9m as the plastic card continued to gain ground across the continent.

Helped by strong growth in Spain, Turkey and the UK, Europay maintained its edge over the rival Visa consortium, which last year reported a similar rise to 100m cards in Europe. Spending on Europay cards, although 19 per cent higher than in 1996 at \$48.5bn, still lagged Visa's \$49.1bn.

George Graham

## French drivers call new strike

French truck drivers yesterday called a fresh strike for May 5 after talks on early retirement broke down, union leaders said. The four main truckers' unions - the CGT, FO, CFTC and FNCR - called the stoppage just four months after a strike and road blockades by drivers paralysed road traffic across the country.

The government's accord in November to back demands for retirement at 55 instead of 60 brought an end to the initial strike. Talks broke down when the parties failed to meet a March 31 deadline to implement the accord.

François Poletti, head of the transport section at the FO (Workers Force) union, said spontaneous strikes might start before May 5.

Reuters and AP, Paris

Ground staff and pilots of state-owned Air France Europe yesterday extended a strike in protest at the airline's merger with Air France. Air France Europe was forced to cancel most morning flights from Paris. Only airport staff ground staff voted to continue their strike for another 24 hours.

Reuters and AP

## Cars sales fall in France

New car sales in France fell by 17.1 per cent year on year last month, taking the adjusted drop to 24.1 per cent for the first quarter, compared with the same period last year.

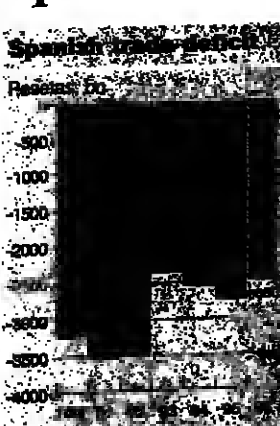
Last month's drop was smaller than in January and February, raising hopes car sales might be recovering gradually after collapsing on termination of a government and industry incentive scheme last year.

New car registrations reached 2.13m in 1996 on the back of the incentive scheme, which ended at the beginning of October. The French carmakers' association yesterday said that new car sales are likely to decline by between 10 and 11 per cent to around 1.9m units this year.

Italy Simonini, Motor Industry Correspondent

## ECONOMIC WATCH

## Spanish trade deficit falls



Spain's trade gap narrowed by 37 per cent in January, showing the best performance in the country's commerce with the rest of the European Union since it joined 11 years ago. Figures from the economy and finance ministry showed the overall trade deficit falling to Ptas108.1bn (\$768m) from Ptas178.3bn in the same month last year, mainly as a result of strong farm sales. Exports rose 12.5 per cent compared with a 4.9 per cent growth in imports.

The improvement continued the trend set last year, when the annual shortfall was reduced by 13.5 per cent to Ptas2,504.5bn. Trade with other EU partners, which in 1996 showed an accumulated deficit of Ptas988.7bn, produced a Ptas85.3bn surplus, with exports growing at almost three times the rate of imports. But this export performance was modest in comparison with a 32 per cent jump in Spain's sales to the rest of the world, attributed partly to competitive gains stemming from the recent strength of the US dollar. Food exports rose overall by more than 20 per cent compared with the same month last year, and sales of capital goods by 17 per cent.

David White, Madrid

## Bulgaria 'example of transition problems'

By Anthony Robinson

Bulgaria emerges as a textbook example of what can go wrong in the transition from a centrally planned to a market economy in the first full-scale survey of the Bulgarian economy by the Organisation for Economic Co-operation and Development.

"While a certain degree of macro-economic stability and growth are taking hold in much of central and eastern Europe, Bulgaria finds itself in the midst of a major economic crisis, including the virtual collapse of the banking system, a significant decline in GDP, rapid

devaluation of the lev, double digit monthly inflation, an escalating budgetary crisis and a general loss of confidence and credibility in economic policy," the survey reports.

However, the Paris-based think-tank's report was concluded before the Socialist government resigned in January to make way for a caretaker government headed by Mr Stefan Sofianski, the opposition mayor of Sofia. This has contributed to a positive shift in foreign perceptions of the country's will to reform following all-party agreement on the introduction of an IMF-supported currency board monetary

system after elections on April 19. Irrespective of whether the Socialists or the opposition Union of Democratic Forces wins, the UDF, recently strengthened and reorganised into a regular political party, is expected to win the election.

The IMF recently agreed a \$680m financing package and the World Bank approved projects worth \$290m but both made financial backing conditional on the introduction of a currency board which ties domestic money supply to the level of foreign currency reserves.

"The hope is that the crisis may at last provide a context to realise painful but necessary decisive measures to deal with loss-making banks and enterprises, accelerate privatisation and improve the overall environment for domestic and foreign business," the review says.

The crisis in the banking system emerges as the heart of the problem but "stabilisation has also been hindered by problems in the implementation of key economic laws and regulations, particularly in the areas of taxation, foreign exchange transactions and prudential regulation for banks," it adds.

As in Russia, the underlying problems are made worse by an "increasingly critical" fiscal problem. The share of tax revenue dropped to 25.5 per cent of GDP in 1996 against the background of sharply rising domestic debt.

Interest on this debt alone reached 17 per cent of GDP last year, leaving the government virtually without resources.

## Employment flexibility 'common across EU'

By Robert Taylor, Employment Editor

Wage and employment flexibility are now common across the European Union regardless of country, according to a survey of 363 European-based companies published today by Towers Perrin, the international consultants.

The report found no significant differences between companies operating in mainland Europe and the UK, "despite the commonly held

assumption flexible US and UK practices contrast with regulated European approaches".

It found most companies surveyed intend to develop bonus and wage incentive plans in the next two years while nearly half intend to introduce team-based pay reward schemes. As many as 84 per cent of companies said they planned to restructure by the year 2000.

"The surprising consistency found among the companies in

their "new pay" practices was due to globalisation of markets and technologies and competitive pressures within countries, rather than any strong move to pan-European reward approaches which are not yet generally apparent in these organisations".

The participants included a wide range of leading corporations, including Alcatel Telecom, Banque Indosuez and Credit Lyonnais in France; Lufthansa and Deutsche Telekom in Germany and Pirelli

and Eni in Italy. Just over half the companies were UK-owned, many with European operations, but the survey also included 13 per cent from Italy, 9 per cent from France and 6 per cent from Spain.

The survey said individual worker performance was now the "most important factor affecting executive and managerial pay increases and increasingly for non-management employees".

However, it also found there has been a fall in involvement of

employees in corporate consultation over recent years. "Achieving employee involvement appears worryingly low on the human resource and compensation managers' list of priorities," it said, "despite the evidence that such involvement correlates very strongly with successful implementation."

"Learning from the Past: Changing for the Future, from Towers Perrin, 77-91 New Oxford Street, London WC2A 1PX.

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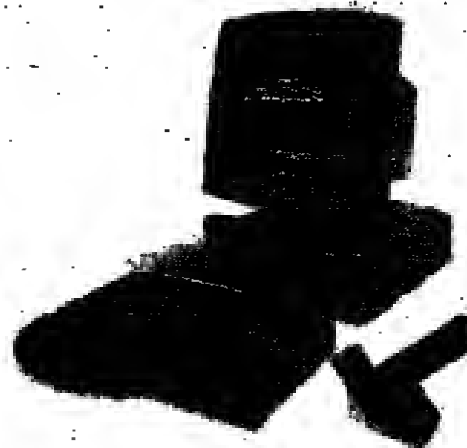
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## NEWS: INTERNATIONAL

# Netanyahu talks of forming national unity government

By Judy Dempsey  
in Jerusalem

Mr Benjamin Netanyahu, the Israeli prime minister, said yesterday he was considering a national unity government in a bid to reach a broad consensus for a final settlement with the Palestinians.

His remarks to Israeli Army Radio are the clearest indication to date that the conservative Likud-led coalition may be pushed towards such a government to save the peace process and stem the rapid decline of Israel's international standing.

"I am definitely considering it but I have not taken any decision on the matter," said Mr Netanyahu, hours after two Palestinians, apparently suicide bombers, were killed in explosions targeted at Jewish settlers in the Gaza Strip and after Israeli troops shot dead two Palestinians near the

West Bank town of Nablus.

His remarks follow 13 days of clashes between Israeli soldiers and Palestinians, who continue to protest against the building of a new Jewish settlement at Har Homa in Arab east Jerusalem.

Although high-level contacts between the two sides have been suspended, the Palestinian Authority has told its police to try to maintain stability across the West Bank.

"We are trying very hard to control the ground. But under Netanyahu, the peace process is slipping away," said Mr Saeb Erekat, the Palestinians' chief negotiator. "I don't care what form of government there is in Israel as long as it puts the peace process back on track."

The opposition Labour party is divided about joining a national unity government. Mr Ehud Barak, the front runner in the party's

leadership race, said yesterday that Mr Netanyahu was "playing for time" by calling for such a government.

"He is doing this to win back support from his right wing," said Mr Barak, former chief of staff and later foreign minister under Labour. The nationalist partners in the coalition depend on Mr Netanyahu for their political survival. "A national unity government would also provide him with a moral and political safety net once the police and the investigations into the so-called Bar-On affair," he added.

This is the alleged scandal surrounding the appointment of a new attorney general earlier this year. Shas, Mr Netanyahu's coalition partner, allegedly said it would support the Israeli troop pullback from the West Bank town of Hebron in return for its nomination of attorney general being accepted by the cabinet.



Troubling times: Benjamin Netanyahu considers his options in the Knesset yesterday

Labour has waited for the outcome of the investigation before committing itself to supporting or opposing a national unity government although Mr Shimon Peres, its leader, backs such a move.

Mr Barak said Labour had always unconditionally supported the government to

combat terrorism and in every step of the way to make peace.

"But there is not enough in common between both parties for Labour to join a national unity government. I don't see that Netanyahu is committed to the peace process. He is committed to getting re-elected," he added.

## Freeze on Israeli ties 'the Arab minimum'

By David Gardner in Cairo

The decision by Arab League foreign ministers to call a halt to any further links with Israel is the minimum Arab leaders feel they must do to pacify domestic public opinion, outraged by Israeli prime minister Benjamin Netanyahu's expropriation of land in occupied Arab east Jerusalem.

While it is still not clear what practical measures the "freeze on normalisation" will translate into, it is intended as a signal to Israel as well as a gesture to the "Arab street".

All Arab governments, especially the modern camp led by Egypt and Jordan, feel the Netanyahu government's continuing colonisation of Arab land is undermining their stability, stirring an upsurge in Islamic fundamentalism in all their countries. They are, as Mr Netanyahu complained on Monday, "ganging up" - but mainly for their own protection.

"You can't play with Jerusalem and he keeps on pressing that particular button," a senior Arab diplomat said yesterday. "What he's

playing with is religion, and that's having a serious impact throughout the region. We have to respond."

King Hussein of Jordan, in Washington yesterday for talks on the crisis with President Bill Clinton, told Mr Netanyahu in a letter last month that his attempt to seal off Jerusalem from the Palestinian West Bank was leading the region towards an abyss.

The Netanyahu government believes that few Arab leaders feel any real solidarity with the Palestinians and the PLO leader, Mr Yasser Arafat. But the question of Jerusalem, housing the third most sacred shrine in Islam, goes beyond the issue of Palestinian rights. Every time Israel tampers with it, the ground shakes under the Arab regimes, especially those which have made peace with Israel.

General Hassan el-Ali, the Egyptian interior minister, who has spearheaded a campaign against a five-year-old Islamist insurgency he claims to have under control, said yesterday that "this is encouraging terrorism, strengthening those terror groups which had begun to dissolve and encouraging them to unite. When the people feel there is injustice... millions will be provoked".

The Arab foreign ministers' unanimous resolution to freeze relations with Israel is a recommendation to their heads of state. But softer proposals last September, after the June Arab summit in Cairo which warned of a freeze unless Israel kept its commitment to trade conquered Arab land for peace, resulted in Gulf and Maghreb countries pulling back from further links with Israel.

Oman this week said it

would not send its trade representative back to Israel, and Morocco, according to well placed Arab diplomats, has stopped even taking telephone calls from the Israeli government. King Hassan of Morocco has been a prime mover of Israeli-Arab rapprochement. But he claims descent from the Prophet Mohammed and is responsible for the Jerusalem Committee of the 54-country Islamic Conference.

Arab diplomats in Cairo, headquarters of the 22-member Arab League, say all League members are likely to signal opposition to Israeli land grabs. They emphasise the overall objective is to continue the peace process on the agreed land-for-peace basis. "It's not important whether there's an embassy or not [in Israel]," one said, "but that the message is read and that we are trying to move forward."

The "primary" boycott which the League resolution reaffirms - prohibiting direct Arab trade with Israel - was still technically in force anyway. The more damaging "secondary" boycott on third countries trading with Israel has withered away.

As a result of the peace process, and the lifting of this boycott, Israel broke into lucrative new markets in the Far East, including Muslim countries such as Indonesia and Malaysia.

The Palestinians and Syrians believe the European Union should review its partnership agreement with Israel, which contains unique access to the EU member states' Research and Development Framework Programme - the first real opportunity Israel's flowering high technology industry has had to crack Europe's single market.

## World Bank reform faces close scrutiny

By Robert Chote,  
Economics Editor

Mr James Wolfensohn won an important victory on Monday in gaining approval for his proposals to restructure the World Bank. But as a result he will find his presidency of the development organisation subjected to unforgiving scrutiny while the plan is put into effect.

Mr Wolfensohn has already had to scale down his proposals in order to win approval from his executive board. Implementing the so-called "strategic compact" will now add \$250m to the bank's running costs between now and fiscal 2001, compared to the \$372m originally proposed.

The plan has several objectives. These include shifting resources from administration to front-line operations, developing new services, boosting the technical expertise of staff, decentralising activities to client countries, creating partnerships with other organisations, improving information management and reforming personnel policies.

Mr Wolfensohn claims this will give much greater impact to \$2bn of the bank's \$22bn of lending each year. Given the bank's catalytic role among other lenders, this should generate \$5bn a year more in effective lending for development.

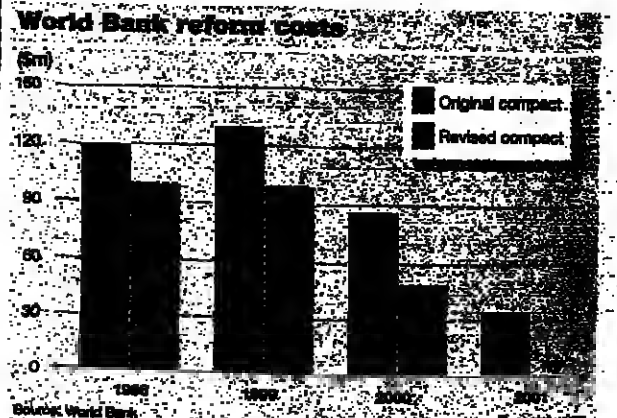
The objectives were uncontroversial, but the proposed costs took the bank's board members by surprise. Under pressure from the US, the UK and France, among others, the plan will now be phased in over a longer period than Mr Wolfensohn originally intended and running costs will be returned to their current levels by fiscal 2001 rather than showing a 3 per cent increase.

These are significant concessions, but the more important outcome in the long term may be a change in the relationship between the bank's board and the people who run its enormous bureaucracy on a day-to-day basis. Following the board meeting on Monday at which the strategic compact was agreed, the bank issued a statement which included a promise that "there will be a biannual review by the board of the bank's senior management".

This emphasis on internal scrutiny reflects two particular concerns which board members brought up when discussing the compact. First, they are fed up with short-lived promises from management that every reorganisation will be the last. Second, they remember Mr Lewis Preston, Mr Wolfensohn's predecessor, vowed to protect front-line services in the last reorganisation only for them to suffer more than back-office functions.

The US - whose support was pivotal for approval of the compact - was particularly concerned to keep down the cost of redundancies envisaged in the compact, which could see staff numbers cut by up to 700. The bank has promised not to pay off staff who could be retrained or reassigned who are performing unsatisfactorily. The redundancy programme will be reviewed every six months.

When it makes its loans to client countries, the World Bank is used to laying down tough conditions and reviewing progress towards achieving them on a regular basis. In finally agreeing to sanction Mr Wolfensohn's ambitious reform plans, the bank's board may be giving its management an overdue taste of its own medicine.



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# US and EU take poultry hygiene row to the brink

Alison Maitland and Guy de Jonquières explain the background to the transatlantic trade tiff

The dispute over meat standards which yesterday erupted into trade hostilities between the US and the European Union grew out of a new provision contained in the Uruguay Round world trade agreement.

The dispute stems from a failure by the EU and the US to agree hygiene standards for processing plants for poultry and some other meat.

The Uruguay Round provision covers health and hygiene standards for animals and processing plants - the so-called sanitary and phytosanitary text - and allows countries to accept imports provided these standards are "equivalent" in the exporting country.

US officials say the aim of the text was to overcome outdated demands by importing countries that trading partners exactly replicate their own domestic hygiene rules.

These demands had

included calls for exporting countries to copy "the colour of the walls (in meat plants), the material used for knife handles and the square footage of toilets," said one official.

Under the new text, the US and EU have agreed "veterinary equivalency" rules on many animal products. But poultry, pet foods containing animal remains, red meat, dairy and egg products remain unresolved. The EU is particularly concerned that US poultry plants do not meet its standards.

The crunch came yesterday when the EU, in the absence of equivalency agreements, introduced requirements that US food exports carry certificates stating they comply with EU standards. The US said it was unable to issue such export certificates and was taking retaliatory measures.

Trade disputes are frequently pushed to the brink before they are resolved. But

since the formation of the World Trade Organisation in 1995, the US has increasingly chosen to use the body's strengthened dispute settlement mechanism - rather than unilateral sanctions - to resolve trade conflicts.

One reason Washington has not referred this dispute to the WTO is that it still hopes to pressure the EU into reaching a bilateral solution. Mr Dan Glickman, agriculture secretary, said he wanted to continue to seek an acceptable agreement in the coming months. However, Brussels said yesterday that the US action was regrettable and would not help talks.

Much of the sanitary and phytosanitary text is imprecise and open to interpretation. This was underlined yesterday when the Commission appeared to suggest the dispute had nothing to do with trade and was all about consumer welfare.

One advantage of bringing

the dispute to the WTO would be to clarify how the text should work in practice.

Under the WTO's dispute settlement procedure, the two sides would have 60 days to reach a bilateral agreement. If this failed, a disputes panel could be set up to hear the case. If the panel's findings were still disputed, the case would go to the WTO appellate body whose ruling would be binding.

A WTO panel is due to report by the end of May on another dispute between the US and the EU over meat - hormone-treated US beef.

The US complained to the WTO last year about the EU's import ban, triggering a counter-complaint by the EU against retaliatory US sanctions that had been in place on a range of foodstuffs since the row began in the late 1980s. The US dropped its sanctions, leaving the main case still to be resolved.



Dan Glickman: seeking an acceptable agreement in coming months

# Giat in \$4.7bn arms bid group

By Tim Burt

Giat Industries, the French defence equipment manufacturer, yesterday joined forces with GKN of the UK and German engineering groups Krauss Maffei and Rheinmetall to bid for the \$4.7bn European multi-role armoured vehicle (MRV) programme.

The company announced it would work with its Anglo-German partners to develop common components and a "common industrial organisation" to limit development and production costs.

News of Giat's decision coincided with yesterday's deadline for the submission of bids to build initially 200 armoured vehicles each for France, Germany and the UK.

If the GKN-Giat-Krauss Maffei-Rheinmetall consortium was successful, the companies would form a single contracting agency to allocate production among the four manufacturers.

Officials at GKN said the alliance might develop into a more formal joint venture in the future.

"To get Giat on side is

very important because it is the favourite to win the French order for armoured infantry fighting vehicles," GKN said.

Some industry analysts believe pressure for defence consolidation could ultimately lead to mergers among some of the partners. The rival MRV consortium - comprising Vickers and Alvis of the UK and Henschel of Germany - yesterday played down the importance of Giat's move.

It has signed up Panhard, the armoured vehicle subsidiary of Peugeot-Citroën, to bid for the French order.

"This is not a blow because the French decision is not the key factor - who wins the order from Germany and the UK is more important," according to Alvis.

A decision on the orders is expected early in 1998.

The UK joined the MRV programme last year after being threatened with exclusion from the Bonn-based European arms agency if it did not participate.

For the UK manufacturers involved, a share of the order would seek up excess capacity at their plants.

## WORLD TRADE NEWS DIGEST

### China's 'bridge' to foreign funds

China's Jushan bridge development, which combines private and World Bank finance, could prove a model project paving the way for greater private investment in the country's capital-hungry infrastructure programme, according to the World Bank.

The bridge is to be built across the Yangtze River, near Wuhan in the central province of Hubei. The World Bank is managing the associated highway investments, while private investors are being sought to build the bridge. A roadshow to solicit interest starts next month.

Mr Nicholas Hope, director of the Bank's China and Mongolia department, said: "Our infrastructure programme does encourage the development of a framework to allow greater involvement of foreign private investors in China's infrastructure. If successful, this bridge project can pave the way for many more of these types of projects in China, and probably not involving the World Bank or Asian Development Bank."

The deal comes as China enters what is expected to be its last three years of support from the World Bank's concessional lending arm. Its share of loans by the International Development Association (IDA) - the bank's soft loan arm - has already been cut by a third from \$3bn in the three years 1991 to 1994 to \$2bn in the subsequent three years. For the current programme, from 1997 to 1999, IDA lending is expected to fall to \$900m. China is the biggest beneficiary of World Bank lending, borrowing \$3bn a year since 1993. Of this, 40 to 45 per cent goes into infrastructure development. *Louise Lucas, Hong Kong*

### EU launches satellite protest

The European Commission is to complain to the World Trade Organisation that Japan favoured US bidders in a \$40m contract for a global satellite navigation system. In its tender, Japan restricted suppliers to the use of US technical specifications, thereby excluding European companies. The Commission said this was a violation of Japan's obligations under the non-discrimination and transparency provisions of the WTO Government Procurement Agreement.

The Japanese ministry of transport is working on a Multi Functional Transport Satellite project aiming to launch a satellite by 1999. They plan to develop a global navigation system for aircraft, adapted to Japan's specific needs. Similar projects have been launched in the US and the EU, on the basis of different technical specifications. *Foreign staff, London*

### NEC fights dumping decision

NEC said yesterday it would contest an anti-dumping move against Japanese supercomputer makers by the US Commerce department. The Japanese computer maker faces dumping margins of 454 per cent on US supercomputer sales. The Commerce department's preliminary decision backed a complaint by Cray Research, which claimed that Japanese manufacturers had offered vector supercomputers in the US at less than fair value. Mr Masao Toka, an executive vice president of NEC, said: "The dumping investigation was targeted at preventing supercomputer procurement from outside the United States, and is based on an unfair and biased investigation by the Commerce department 'centred on information from Cray.' NEC has filed a suit at the US Court of International Trade asking that the Commerce Department investigation be stopped and calling for a third party to carry out an impartial investigation."

Mr Robert Ewald, the president of Cray said: "The findings confirm what we have contended since last July - namely that the four vector supercomputers offered to the University Corporation for Atmospheric Research by NEC were illegally dumped." *AP/DJ, Tokyo*

Rolls-Royce has won an order worth up to \$240m to supply engines for Boeing 757 aircraft being purchased by Continental Airlines of the US. Continental has placed firm orders and acquired options on 16 Boeing 757s. Rolls-Royce supplies engines for 80 per cent of the world's 757s.

The UK group hopes to win further orders after Delta Air Lines of the US announced recently that it would buy up to 115 Boeing 757s. *Michael Skapinker, London*

Japan and 45 other nations have erected trade barriers that are costing US businesses billions of dollars, the Clinton Administration says in its annual review of unfair trade practices. "Many markets around the world remain closed to US exports and to the extent our trade deficit is the result of these barriers... they must be reduced," said the US Trade Representative, Ms Charlene Barshefsky. In addition to 45 individual countries, the report of the most onerous trade barriers around the world also included four trading groups, including the 15-nation European Union. *AP, Washington*

Japan is to lend ¥21.5bn (\$177m) to Romania for transport improvements. Most of the money is for building a container terminal at Constanta, the country's main port, able to take 380,000 containers a year. The rest will be used for roads. The loan carries interest of 2.7 per cent a year and is to be repaid over 30 years, with a grace period of 10 years. *Anatol Livan, Bucharest*

# GLOBAL VILLAGE EST.1997

The Global Village: an idea said to have originated from Marshall McLuhan back in the '60s. A concept looking for an implementor. A notion that needed vision, of course, but also some down-to-earth things. Such is capital and a network big enough to bring all the existing villages together.

Such as the vision to have invested early in the Internet. Such as the commitment to embrace competition and bring choice to customers worldwide. Such as the ability to build partnerships and alliances which provide local understanding

and on-the-ground support. The promise of the creation of Concert plc from the proposed merger of BT and MCI will mean nothing less than the first communications company for the world. And the official opening of the gates to a village the size of a planet.

MCI

CONCERT

BT



## NEWS: THE AMERICAS

## US figures point to stronger growth

By Gerard Baker

The already strong pace of US economic growth appears to be gaining momentum, according to a clutch of reports published yesterday.

Construction spending surged in February, a key index of leading economic indicators recorded its 13th consecutive monthly increase in the same month, and the nation's purchasing managers reported a sharp rise in manufacturing activity in March.

The figures, which all exceeded analysts' expectations, will provide

more grist for the Federal Reserve in its struggle to rein in what looks increasingly like a runaway economy. The central bank, citing the need to take pre-emptive action against inflationary pressures, last week raised short-term interest rates for the first time in two years. Evidence of continuing economic strength is likely to mean the quarter point rise will be followed by further increases in coming months.

But US financial markets reacted calmly to the latest signs of rapid economic expansion, although fears of higher interest rates had

produced over the weekend the largest two-day fall in stock prices since 1987.

Helped by unseasonably mild weather, construction spending jumped 2.3 per cent in February, the fastest rate of increase in 11 months, the Commerce Department reported. The rise followed a downwardly revised 0.3 per cent increase in January.

The National Association of Purchasing Management reported that economic activity in the manufacturing sector accelerated last month. The purchasing managers' index rose to 55 per cent, from 53.1

per cent in February. A figure above 50 suggests activity in the manufacturing sector is growing. The March figure was the highest in two years. The bulk of the increase was accounted for by a sharp rise in new orders.

But there was still little sign of rising cost pressures. Mr Norbert Ore, chairman of the NAFM's business survey committee, said its price index "indicated a continuing increase in prices paid, but increases were at a slower rate than in February".

The Conference Board, a private sector research group, said its prin-

cipal index of leading indicators rose 0.5 per cent in February. The index, a reliable guide to economic activity about six months ahead, rose 1.1 per cent in the period from last August to February.

Overall, the US economy grew at an annual rate of 3.9 per cent in the last three months of 1996, and officials now believe growth in the first quarter of 1997 will have been only slightly slower. In spite of no clear evidence as yet of rising inflation, the Fed clearly believes that pace of growth, if maintained, would produce an acceleration in prices.

## Immigration law off to chaotic start

By Gerard Baker in Washington and Daniel Dombey in Mexico City

A new law designed to toughen rules on immigration into the US took effect yesterday after a chaotic 24 hours in which the law's introduction was delayed by one federal court then reinstated by another.

Early yesterday morning an appeals court in Washington overturned a ruling on Monday by a US district court that the law's provisions concerning the treatment of illegal immigrants should not take effect as scheduled yesterday because the government had given insufficient notice of its implementation.

The law, which is part of an omnibus statute passed by Congress last year, contains tough guidelines for immigration officers. These stiffen conditions for the granting of political asylum, make it easier for immigration officers to deport arriving foreigners, and make it harder for offenders to win a waiver of deportation.

US district judge Emmet Sullivan on Monday agreed with civil rights groups that the rule changes were so significant that they required a statutory 30-day notice period before they could take effect. He delayed implementation of the rules until next Saturday, 30 days after they were published.

But government lawyers successfully argued before an appeals court yesterday that delay would result in chaos for immigration officers as they would have no regulations to guide them on how to treat outstanding cases. Thousands of pending deportation cases might be lost because of the postponement.

"It's going to be sheer chaos," Ms Linda Wendland, an attorney for the

Justice Department, told the court.

Civil rights groups were planning a further challenge to the law yesterday, hoping to persuade another district judge that the rules for immigration officers do not properly require them to inform arriving immigrants that they may have the right of political asylum in the US.

A row is brewing in Mexico over the controversial measures, adding to recent strains in the relationship between Mexico and its northern neighbour just a month before President Bill Clinton's scheduled visit.

There are up to 3m Mexicans living and working illegally in the US, and Mexican politicians have condemned rules prohibiting illegal aliens from re-entering the US for up to 10 years and withdrawing some forms of welfare from migrants.

Recent moves by the US Congress to block Mr Clinton's certification of Mexico as a partner in the drug war have also increased suspicions.

"The US has the right to make laws which apply to its own territory," said Mr Carlos Jiménez Macías, a senator for the ruling Institutional Revolutionary party. "But Mexico cannot allow this legislation to pass, since it affects the human rights [of Mexicans]."

Mexican consuls and legislators have lined up to say that the new US law will result in mass deportations, a claim dismissed by the US. The Mexican government said it had protested against the measures since October.

However, President Ernesto Zedillo's government is painfully aware of its inability to influence the immigration debate in the US, and is concerned that the issue does not overshadow Mr Clinton's visit on May 6-7.

## Cuba casts a wider tax net

By Pascal Fletcher in Havana

Cuba's tax authorities are widening their net in a move that threatens to discourage foreign investment.

After reintroducing personal income taxes for some Cubans in a society which had remained virtually tax-free for nearly three decades, the island's new tax authorities are now setting their sights on foreign residents.

Last month representatives of foreign banks and other companies operating in Cuba received a circular from the Cuban Chamber of Commerce advising them that all foreigners who were in Cuba for a total of 180 days in each calendar year were required to present hard-currency tax returns for 1996 by March 31.

The circular confused foreign residents in Cuba, many of whom had been bemused by the government's efforts to reintroduce income tax among Cubans after so many years.

"What is confusing is who is eligible and who isn't," one foreign businessman said. Many foreign residents, including company representatives, said they believed they were not liable to pay taxes. They cited a 1994

Cuban tax law which indicated that only foreign residents who received hard-currency income from "national sources" were expected to pay taxes, also in hard currency.

But officials from Cuba's new National Tax Administration Office are saying that "national sources" means "activities carried out in Cuba", which would cover most foreign residents.

Diplomats and representatives of international organisations are exempt from paying personal income taxes in Cuba in cases where reciprocal agreements exist.

Cuba's 1995 foreign investment law also exempts foreign partners of joint ventures. But many foreign company representatives and contract workers have been forced to seek legal advice.

Cuban peso salaries are not taxed. But selective taxes on peso and hard-currency incomes are already being applied to some locals, especially self-employed workers, artists and entertainers.

Some businessmen believe the move would place a further burden on hard-currency operating costs in Cuba, which are already considered high.

## Broadcasters win US fight for access to small screen

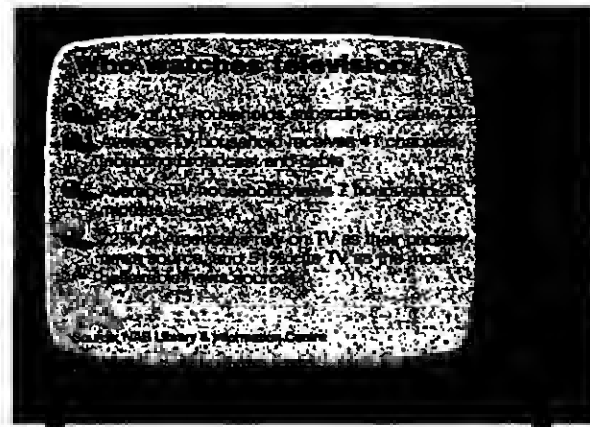
By Bruce Clark in Washington

US broadcasters were savouring victory yesterday after a sharply divided Supreme Court upheld a law that requires cable television operators to retransmit material from local television stations. The law had been challenged by Turner Broadcasting Systems and other leading players in the country's \$25bn-a-year cable television sector.

The "must-carry" provision in the 1992 Cable Act had been attacked by industry executives because it forces them to devote a minimum number of channels to broadcast television, even if this displaces cable services.

But Mr Dennis Wharton, vice-president of the National Association of Broadcasters, hailed the 5-4 court verdict as a "great decision" which would secure the future of at least 1,500 local stations. While the main broadcasting networks are paid money to have their programmes retransmitted by the cable

networks, many smaller broadcasters - for example Spanish-language and religious stations - rely on the "must-carry" provision to survive.



C-Span, the cable network that covers Congress and other public events, has complained it is being crowded by broadcast services under the "must-carry" rule.

Both sides in the dispute - cable services which fear being crowded out by broadcasters, and broadcasters which believe their programming could be dropped - have presented the issue as a test of free speech. The 40-page verdict will be studied as a guide to how the Supreme Court interprets the first amendment, guaranteeing freedom of speech, in an age of communications systems that the framers of

the US constitution never imagined.

The case was also an important test of the balance of power between Congress and the judiciary as both attempt to define free speech in the information era.

Mr Dan Bremner, vice-president of the National Cable Television Association, regretted the fact that, in its judgment, a majority of the court's justices voiced respect for the views of legislators. "This is an example of extreme judicial restraint," he said. "The court is telling us that whatever decision Congress has made, we are not going to disturb it."

President Bill Clinton yesterday sought a study into the effects of a ban on televised advertisements for liquor, Reuters reports from Washington.

The president, expressing concern over the ending in November of a 50-year voluntary embargo on television advertising by the alcoholic spirits industry, is to ask the Federal Communications Commission - which regulates broadcasting - to look into the effects of sharp cuts.

The same issues - high technology, civil liberties and the separation of powers - are at stake in another sensitive case pending before the court: a bid by free-speech advocates to strike down the Communications Decency Act, which aims to outlaw pornographic material on the Internet. Public concern over the abuses of sexual titillation to propaganda by ultra-right groups, has risen to new heights this week following revelations that the cult involved in a suicide by 39 people in California was a sophisticated user of the Internet to attract followers.

## CONTRACTS &amp; TENDERS

## PRIVATISATION: BULGARIA

PRIVATISATION OF LARGE STATE COMPANIES  
SHORTLISTING OF FINANCIAL ADVISERS  
AND TRANSACTION AGENTS

Following the agreement with the International Monetary Fund on a programme of structural reforms, including accelerated privatisation of major state companies, the Government of Bulgaria seeks to appoint International financial advisers and transaction agents in the sale of:

**AIR TRANSPORTATION:** Balkan Airlines SPJSCo.

**CHEMICAL AND PETROCHEMICAL INDUSTRY:** Agrobiohim SPJSCo. (bio-products), Antibiotic SPJSCo. (drugs), Capitan Dyado Nikola SPJSCo. (plastic pipes), Neohim SPJSCo. (fertilisers), Neftochim SPJSCo. (oil refining & petrochemicals), Petrol SPJSCo. (gasoline distributor/retailer), Svilozha SPJSCo. (viscose rayon), Verila SPJSCo. (bio-products)

**FERROUS METALLURGY:** Promet SPJSCo. (profiles)

**NON-FERROUS METALLURGY:** Asarel-Medet SPJSCo. (copper refinery)

**MACHINE TOOLS AND METALWORKING ENGINEERING:** Bourgas Shipyard SPJSCo., Rousse Shipyard SPJSCo., Varna Shipyard SPJSCo., Kremikovtzi SPJSCo. (steelworks), Stomana SPJSCo. (steelworks), ZMM-Stomana SPJSCo. (machine tools), Chavdar SPJSCo. (motor vehicles), Tespom SPJSCo. (technological equipment)

**ELECTRONICS AND ELECTRICAL ENGINEERING:** Izoma SPJSCo. (insulation materials)

**TEXTILE AND KNITWEAR INDUSTRY:** Vitoshka 47 SPJSCo. (garments)

**TOURISM:** Dyuni SPJSCo. (tourist resort)

Investment banks and consulting companies with relevant experience in the privatisation of companies in transition economies are invited to express their interest regarding the privatisation of one or more of the above listed companies.

As invitations for proposals concerning specific enterprises will be issued from April 21, 1997 onwards, interested investment banks and consulting companies should present their qualifications to the Privatisation Agency by 3 pm on April 18, 1997. The shortlisted firms will receive terms of reference and the deadlines for receiving offers in due time.

Privatisation Agency, 29 Aksakov St., 1000 Sofia, Bulgaria

Contact Persons: Mrs Staneva, Tel: (+359 2) 980 5460

Ms Varkova, Tel: (+359 2) 980 8275 Fax: (+359 2) 981 6201

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## Pakistan president loses power to fire PM

By Farhan Bokhari in Islamabad

Pakistan's government and opposition united yesterday as MPs voted unanimously to repeal the controversial power of the president to sack elected governments - a power used four times in the past nine years.

They also took away the president's powers to appoint the governors of the country's four provinces, the heads of the armed forces and the chairman of the joint chiefs of staff.

The repeal bill, which went through the upper and lower houses of parliament in a single day, appears to strengthen considerably the position of Mr Nawaz Sharif, the prime minister.

Western diplomats and independent analysts said the legislation would make Mr Sharif one of the most powerful prime ministers in Pakistan's 50-year history, almost half of which has seen the country run by military regimes.

By contrast, the president becomes a largely ceremonial figure whose main executive role is the appointment of judges.

The powers abolished yesterday were taken in 1985 by General Zia ul Haq, who had ruled as military dictator since 1977. He secured referendum backing for the powers, then ruled as civilian dictator until his death in 1988.

Mr Sharif has left in place a provision which granted the armed forces immunity from prosecution for actions under eight years of martial law from 1977 to 1985.

Ms Benazir Bhutto, the opposition leader, who was sacked as premier by the president in November, described the new legislation as "a victory for every worker who raised their voice against military dictatorship and for democracy".

Mr Sharif, who was himself dismissed as prime minister in 1993, described yesterday as "a great day for parliamentary democracy".

The speed with which Mr Sharif acted caught many analysts by surprise. He had been silent on the issue since Pakistan's February 3 elections, then announced his repeal decision on Monday night.

Mr Sharif said Mr Farooq Leghari, the president, agreed with the proposed amendments. Mr Leghari was yesterday himself said to be in his village in the south of Punjab where he arrived on Sunday.

The changes left lingering concerns over the future role of the armed forces in Pakistan's civilian decision making.

In January, Mr Leghari formed the Council for Defence and National Security, including the three armed forces chiefs and the chairman of the joint staff committee, with the president, prime minister, and the ministers of defence, finance, the interior and foreign affairs.

The council has been criticised by democratic and human rights activists as giving representation to the generals in civilian decision making.

Mr Sharif yesterday refused to discuss the fate of the council, which is empowered to discuss and advise on a range of issues including the economy, internal security and foreign affairs.

## Japanese adapt to sales tax rise

By Bethan Hutton in Tokyo

Japan's higher consumption tax, which brought down one government and almost broke a coalition before it was passed two years ago, came into force yesterday accompanied by grumbles from shoppers and apologetic smiles from sellers.

Mr Ryutaro Hashimoto, the prime minister, asked for people's understanding and co-operation in the smooth implementation of the tax rate increase, from 3 per cent to 5 per cent.

The extra ¥5,000bn (\$40.5bn) revenue expected from the increase is intended to help Japan cope with the burden of its ageing population. Moving from direct to indirect tax-

ation is seen as particularly necessary because the pool of income tax payers is shrinking as the number of pensioners rises.

Introduction of the original 3 per cent consumption tax in 1989 was widely blamed for the downfall of the Liberal Democratic party government, which had governed the country for a nearly uninterrupted spell since the second world war. Reaction this time has been more restrained, although the impact of the tax increase may be much greater in the current economic conditions. Japan is slowly emerging from a long economic downturn.

The higher tax will cost the average family ¥85,000 (\$650) a year, says the Japan Consumers' Co-operative

Union. Economists disagree about its likely impact on consumer spending this year, but some decline is inevitable in the short term.

Shoppers have had plenty of time to get ready for the increase - it was announced in November 1994 and confirmed in June last year - but in the run-up to the introduction of the tax, shoppers still rushed to buy high-ticket items in order to save a few thousand yen.

Shops and petrol stations open 24 hours were doing brisk business just before midnight on March 31, and Akihabara, Tokyo's main shopping district for electrical appliances and computers, had a busy weekend. Car sales for the first quarter were lifted by the impending increase, and new

house purchases also appear to have been affected.

More upsetting for consumers than the actual increase may be the growing confusion over price labelling. Remarkably, for a country as heavily regulated as Japan, there are no rules on whether marked prices should include tax. Even in the same shop, the price printed on a pack of noodles will not include tax, but that on a magazine will.

More confusingly, publishers now say that in future book and magazine prices will not include tax, while department stores say they may show both pre- and post-tax prices, to avoid shocking buyers of big-ticket items at the checkout. Editorial comment, Page 15

## Property blues show sign of lifting

Bethan Hutton and Jonathan Annells report on a new mood of confidence

Japan's property bubble took six years to pump itself up, and has now been losing air for six years. But in the past few weeks, there has been a renewed mood of confidence that the slump may be at an end.

Hopes are based on government measures announced this week to help the property market, renewed interest from foreign investors and better than expected results from some high-profile land auctions.

The biggest auction involved the sale of a site owned by the defunct Japan National Railways (JNR) in the prime business district.

The buyer was Pacific Century, a Hong Kong-based company run by Mr Richard Li, son of Mr Li Ka-shing, the Hong Kong billionaire. Pacific Century paid ¥8.8bn, or ¥17.6m (\$145,000) per square metre, for the plot - about 65 per cent more than the predicted price.

This and other JNR land packages excited the market. They were uniquely attractive: large blocks of land in prime locations next to main stations. They came with added inducements, such as permission for a higher ratio of floor space to land area.

But most property waiting to come on to the market is more typical for large Japanese cities: small, awkwardly shaped blocks in average locations, not necessarily convenient for transport.

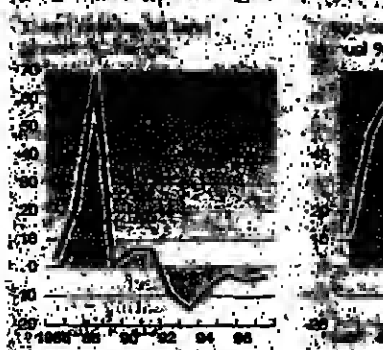
The question is whether enough of Japan's property glut is of a high enough standard to attract the same kind of interest.

The price of prime land in Tokyo and Osaka has fallen by as much as 80 per cent from its peak value in 1991. According to the National Land Agency, land prices fell last year for the sixth year running, by an average of 2.9 per cent.

There is some evidence that international property investors, and for some categories of property, may be bottoming out. But in other key areas - such as commercial property in Tokyo - further falls are expected. Tokyo commercial property fell 13.2 per cent last year; Osaka's fell 9.9 per cent.

The rental market, on the

Japanese land prices: flat



Source: National Land Agency, Tokyo

other hand, may be stronger. Tokyo's total office stock amounts to some 400m square feet, compared to 250m square feet in London.

Yet the fact that bond yields have dropped below theoretical yields on property for the first time ever, while the cost of borrowing money at less than 3 per cent is promising, even if prices have not bottomed out, the chances of earning a decent return on property have improved.

Mr Gny Cubitt, representative director in Tokyo of international property consultants Richard Kils, says rents for high quality office space are beginning to increase again, as vacancy rates drop rapidly. Tenants have been taking advantage of the lower prices to upgrade, a move which increased in the aftermath of the Kobe earthquake.

Additionally, rents are now at such a level that Tokyo no longer appears expensive in comparison with Hong Kong or Singapore, a fact which has attracted the attention of foreign buyers.

Besides Pacific Century, Samsung recently bought half a 19-storey Tokyo building for ¥10bn, and one of the Shiodome buyers was Alderney Investments of Singapore.

The new found optimism about the Japanese property market started with the Shiodome land auction in February, at which 5.26 hectares of prime Tokyo land on the site of a former rail freight station was sold to three consortia for development into corporate headquarters, commercial office space, cultural facilities and apartment buildings.

The land had been put up for sale by the JNR Settlement Corporation, which was set up to dispose of the JNR's legacy of debt after its break-up in 1989. The auction netted ¥372.8bn, or ¥7.07m per square metre, slightly higher than initial expectations. Last month, another JNR plot by Osaka station fetched more than expected, at ¥4.7m per square metre.

The government has also this year introduced several measures to help the stagnant market, such as increasing plot ratios, and simplifying tax treatment for land transactions. The latest package, unveiled on Monday, will help banks to securitise the property-backed non-performing loans they are burdened with, and so possibly help liquidity in the market.

## Beijing study predicts further world stability

By Tony Walker in Beijing

The rise of "oriental cultures" driven by a rapidly modernising China will counter western influence and help maintain international stability, according to an influential Chinese "think tank" which is supported by the military.

The Institute of Strategy and Management, in a wide-ranging and unusually candid public assessment for a Chinese institution, is relatively optimistic about global trends and forecasts that Sino-US relations will improve "irrespective of unavoidable frictions".

The institute, started by young western-educated scholars, supplies research material to China's leaders and is known to have the ear of President Jiang Zemin. Its report is more forthright than standard Chinese security assessments released to the public.

"The world will basically move forward along the road of political stability," the report says. "The momentum of westernisation will be checked by the rapid growth of east Asian econo-

mies and the strengthening of oriental cultures."

The report forecasts a favourable international environment for China's continued inexorable rise as a "major world power". It also praises Beijing's "firm stand" in 1996, a reference to its handling of the Taiwan issue.

Angered by what it regarded as Taiwan's attempts to increase its "international living space", China early last year fired missiles into waters off the island, prompting a chill in Sino-US relations.

In an unfortunate choice of words, given allegations in the US over possible Chinese funding of the Democratic presidential campaign, the report says that to improve Sino-US understanding "public relations on US Congress and media should be conducted more vigorously".

"Unofficial channels should be utilised to give the American public a more balanced picture of China's conditions and policies."

The report identifies western concerns about a "China threat" as the main obstacle to Beijing's efforts to

improve its international relations. It accuses China's critics of "easing on human rights" as a pretext to frustrate its development.

But in spite of such opposition the report says China's economic power will not be checked, and the resumption of sovereignty over Hong Kong on July 1 will further bolster its position.

"After the return of Hong Kong to China, the country will have a combined gross national product of \$1,000bn and combined exports amounting to about 6 per cent of the world total, ranking fourth or fifth in the world," the report says.

The report also says that "another cold war" will be a basic principle guiding leading powers in the years to 2000, and it forecasts that regional security co-operations will be enhanced.

The report is optimistic about the world economy, saying that developed countries will emerge from stagnation to achieve annual growth of 2.5 per cent, while higher growth will be maintained in developing countries.

## Malaysia sets listing rules

Malaysia yesterday announced guidelines under which foreign companies may seek to list their shares on the Kuala Lumpur Stock Exchange. The move is part of the country's drive to broaden and deepen its financial markets to compete as a regional financial market against Hong Kong and Singapore.

Initially, only foreign companies with "substantial" Malaysian interests will be considered. The shares of all listed companies are to be denominated in the ringgit, Malaysia's currency. Only primary listings would be allowed, a statement from the Securities Commission said.

The commission defined "substantial" Malaysian interests as when resident Malaysians owned more than 50 per cent of the company's paid-up capital, or when the largest shareholder of the company was Malaysian and owned more than 33 per cent of the company. In effect, the most likely candidates for listings are overseas companies acquired by Malaysians, such as Lotus, the UK sports car maker.

James Kuyper, Kuala Lumpur

## Thais to ease ownership curbs

Thailand may soon relax foreign ownership restrictions on finance companies as a way to provide the struggling industry with a quick cash injection, the finance minister, Mr Amnuay Viravan, said yesterday. But it will keep the foreign ownership restrictions on commercial banks at 25 per cent. Under existing regulations foreigners may own up to 25 per cent of finance companies, but several international financial institutions have expressed interest in investing in the sector if the limit was raised. Given the liquidity crunch at some companies, Mr Amnuay said a relaxation on foreign ownership restrictions "is in the pipeline for the finance companies".

The draft of the country's first securitisation law, which should give financial institutions access to more stable long-term funding, was passed by the Thai cabinet yesterday.

Thailand's inflation rate rose 4.5 per cent year-on-year in March, led by a 5.7 per cent rise in food prices. Although the rate was higher than February's 4 per cent, on a year-on-year basis the inflation rate has slowed for seven straight months.

Ted Bardacke, Bangkok

## Victoria to sell power grid

Privatisation of state-owned electricity assets in the Australian state of Victoria took another step forward yesterday, when ministers announced they were about to invite bids for the power grid. The state government, which has already sold the distribution businesses and is in the process of disposing of power stations, said it expected the sale in the second half of 1997. Legislation for price regulation and to protect standards would be introduced shortly.

Simultaneously, Victoria's state government announced it was selling the 49 per cent of the Loy Yang B power station to Edison Mission Energy of the US. Edison Mission bought the other 51 per cent of Loy Yang - a 1,000MW generator - in late-1992.

Nikki Tait, Sydney

## South Korea's trade deficit rose 76 per cent to \$7.4bn

during the first quarter of this year, almost half of the official target of \$1.6bn-\$1.8bn for 1997 against \$23.7m in 1996.

Foreign investment in the Philippines reached 490bn pesos (\$18.5bn) in 1996, beating the government's forecast of 468bn pesos, according to official figures. Japan was the biggest foreign direct investor with 9.5bn pesos, followed by the US with 4.1bn pesos.

John Burton, Seoul  
Justin Marozzi, Manila  
Lex Comment, Page 16

## Congress targets Gowda in deal

By Mark Nicholson in New Delhi

Congress party officials yesterday suggested the party could reach a political deal with the minority United Front government that it undermined at the weekend, and avoid a no-confidence vote next week, if Mr R.D. Deve Gowda first resigns as prime minister and coalition leader.

Mr Sitaram Kesri, the Congress leader, who has plunged India into political turmoil by withdrawing parliamentary support from the UP, has also insisted that Congress assume the leadership of the "secular forces" government.

However, an aide to Mr Kesri said that "if Mr Gowda goes, anything is possible," adding: "If he goes,

there will be no vote."

The remarks suggest Congress is seeking a deal with the UP - a 13-party grouping which combined after last year's elections, with Congress backing to keep the "communal" Bharatiya Janata party (BJP) from power - to avert a no-confidence vote set for April 11 which could plunge India back into a snap election.

But with several more days political brinkmanship in prospect, the UP has ruled out as "non-negotiable" any leadership change and is instead hoping the threat of elections will force Congress MPs to reconsider Mr Kesri's move. "We're just allowing that pressure to mount," said one UP leader.

UP leaders, meanwhile, sought to salvage the government's recent business-

friendly budget from the political crisis, calling on the BJP, the largest single party, and Congress to allow a vote on the Finance Bill before the confidence motion to avert a "national crisis".

Mr Kesri's camp claims that Mr Gowda has forfeited the right to head the "secular" UP, having "allowed" under his 10-month tenure the formation of a coalition government in Punjab and Uttar Pradesh states which include the Hindu nationalist BJP.

Mr Kesri's critics allege that the Congress leader has borne a personal grudge against Mr Gowda, believing him to be waging a vindictive campaign against him, one threatening eventual criminal and corruption charges.

Barring the unforeseen, Mr Kesri's camp claims

the 176-seat UP would appear bound to lose the confidence vote in the 543-seat house. But there are also no signs that Mr Kesri has yet won Congress political support, without which it could not form an alternative government.

The political standoff has, meanwhile, undermined any promise of progress in talks between India and Pakistan, which had resumed this weekend with bureaucratic contacts after a chilly three-year break.

Indian officials said no "substantive" progress was now possible until the country's political crisis was resolved, thus reducing to the level of courtesy an expected meeting between the two sides' foreign ministers in Delhi next week.

Lex Comment, Page 16

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CAN  
BE

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...BUT NOT

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## NEWS: UK

# Merrill arm reports errors in accounts

By John Gapper, Banking Editor

Merrill Lynch, the US investment bank, said yesterday it was tackling a number of "unreconciled balances" in the accounts of its equity derivatives arm in London, but it did not expect to make significant losses.

Merrill, which discovered the unreconciled balances when it started to transfer its equity derivatives balance sheets from one subsidiary to another, said it was likely to lose only "an insignificant amount" through the errors.

Although the losses are likely to be minor, they come amid concern at many banks at the potential to lose money in trading or accounting errors, particularly within derivatives arms where financial contracts may be complex.

In 1994, Salomon Brothers, the US investment bank, took a \$78m charge against profits to cover accounting errors that mostly occurred in its London operations. Salomon was later disciplined by City of London regulators.

The Securities and Futures Authority said yesterday that it had been notified by

Merrill about the accounting errors, and was monitoring events.

The SFA said it had no plans to investigate the company.

Merrill emphasised that no customer would lose money as a result of these errors, and there had been no mispricing by traders.

One Merrill executive described the accounting errors as "housekeeping stuff" that could be corrected.

The investment bank has brought a small team of accounting specialists and back office staff from New York to handle the switching of the accounts from its capital markets arm to Merrill Lynch International, its European arm.

Merrill originally decided to move equity derivatives into Merrill Lynch International to place it in a regulated entity.

The equity derivatives operation mainly buys and sells listed and over-the-counter derivatives for customers. The SFA said that it was being "kept up to date frequently" by the US company. It added that there had been "no suggestion of anything sinister".

## Labour leader taunts Major: 'This is not how Thatcher would have handled the issue'

# Opposition piles 'sleaze' pressure on PM

By James Britz, Robert Peston and William Lewis

The centrist Liberal Democrat party yesterday piled more pressure on the governing Conservatives over the issue of "sleaze" by announcing that they would join Labour, the highest opposition party, in backing an independent candidate to stand against Mr Neil Hamilton at the national election.

Mr Hamilton, the central figure in the "cash-for-questions" furore, faces claims

that he failed to declare money he received as an MP in the late 1980s from Mr Mohamed Fayed, owner of the Harrods store in London. In a move triggered by apparent backing for Mr Hamilton from Mr John

Baroness Thatcher, who was Conservative prime minister from 1979-90, made clear yesterday that her approval of changes made to the Labour party by Mr Tony Blair, its leader, had not dimmed her mistrust for its leader.

"It is surely good news that the Leader of

the Opposition now rejects many of the policies his party has pursued - with his own enthusiastic endorsement - in the past," she wrote in the London Daily Telegraph. But that did not mean he had changed "the reality of his party" with its "remaining commitment to collectivism".

Major, the prime minister, at a London press conference, the Liberal Democrats announced they would join Labour in withdrawing their candidate in the district represented by Mr Hamilton. "We will be joining the

search to see if a suitable and independent anti-corruption candidate can be found to stand against Neil Hamilton," said Lord Holmes, head of the Liberal Democrats' election campaign.

Mr Hamilton, who denies any wrongdoing, is resisting pressure from some members of his constituency party to stand down before polling on May 1. His refusal was portrayed by Labour as a sign of weakness on the part of the prime minister.

only by his local party and not by the party leadership.

Mr Major rejected a claim by Mr Tony Blair, the Labour leader, that failure to sack Mr Hamilton was a sign of weak leadership. Mr Blair retorted: "I would simply put this question: can you imagine a situation where Margaret Thatcher [Mr Major's predecessor as Conservative prime minister] would have said: 'There are certain candidates I don't want to stand but there is absolutely nothing I can do about it'?"

## The Tory years: is the end nigh?



1979 Margaret Thatcher celebrates victory after becoming the country's first woman prime minister. She is flanked by her husband Denis and son Mark.



1982 British troops return to the Falkland Islands after the invasion by Argentina.



1992 John Major (right) wins his first general election, but his close political ally Chris Patten (left) loses his parliamentary seat. Here the prime minister congratulates Mr Patten on his subsequent appointment as Britain's last colonial governor in Hong Kong.



1996 Hope of a peaceful settlement in Northern Ireland reaches a peak during President Clinton's visit to the capital, Belfast.

The Tory years: is the end nigh? The Conservative Party, which has ruled Britain for 18 years, is facing a series of challenges that could lead to its downfall. The party's long-standing policies of free-market economics and small government are being questioned by a new generation of voters. The party's internal divisions over the issue of Europe and the economy are also causing concern. The party's leadership is under pressure to reform itself and to address the concerns of its voters.

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## Rift on euro opens in pro-EU party

By George Parker and William Lewis

Some candidates standing for the centrist Liberal Democrat party are defying their party line by adopting a sceptical tone towards the European single currency. The rift is a muted echo of divisions in the governing Conservative party.

Mr Paddy Ashdown, Liberal Democrat leader, said yesterday that the party did not intend to weaken its commitment to Britain adopting the euro, despite growing concern among some activists. He has described his party as "a rock" over Europe, immovable in its support for the European Union.

However, a number of candidates are telling voters in their local districts that they are "not persuaded" of the merits of Britain taking part in the single currency. Mr Paul Keetch, the party's candidate in the western England city of Hereford, said: "Usually our party leads the debate, but on the question of Europe we are having to catch up with public opinion."

"My personal opinion is that I am not persuaded that at this time a single currency would be a good thing for Britain."

Mr Keetch's views are typical of a number of Liberal Democrat candidates fighting seats where the public mood is wary or even hostile towards Europe.

The problem is particularly acute for candidates in south-west England - the Liberal Democrats' main target region - where the "mad cow" crisis and fishing disputes have hardened attitudes towards Brussels.

Observer, Page 15

# Nuclear fleet refit cost soars

By Bernard Gray, Defence Correspondent

New facilities to refit Britain's Trident nuclear missile submarine fleet at Devonport in south-west England will cost about \$360m (\$566.5m) - almost 50 per cent more than the \$237m quoted when the contract was awarded in 1993, the Ministry of Defence has confirmed.

DML, the company which now owns the yard, beat off a £250m bid from Rosyth in Scotland to win the work in 1993. Although the decision was made on the basis of a slender £13m difference, which has since been dwarfed by a £113m cost increase, the winning yard will get exclusive refit work worth several billion pounds over the 30-year life of the submarines.

DML will start work on the facilities immediately, because there is barely time to finish the work before the submarine Vanguard has to

be refuelled in 2001. The ministry is justifying the price increase on the grounds that the competition in 1993 was for comparative purposes only and excluded some costs to make comparisons between the rivals easier. It had previously refused to reveal details of the cost of the controversial facilities.

The ministry says the price of the facilities will fall in a range of £335m-£399m depending on incentive fees to be paid to DML for completing the work quickly. However, the ministry also insists that DML will be subject to heavy penalty clauses if the facilities are not ready in time for Vanguard.

The ministry claims that the costs are higher because DML will provide facilities not covered in the original bid. A large element of the increase comes because more of the risk for handling the project has gone to DML than was envisaged in the 1993 competition.

## PUBLIC NOTICES

### COMPETITION FOR PEAT FIRED POWER STATION

#### IN THE EAST MIDLANDS OF IRELAND

The following advertisement has been placed in the Official Journal of the European Communities.

Supply Contract - Negotiated Procedure

- Awarding Authority:**  
Minister for Transport, Energy and Communications  
25 Clare Street  
Dublin 2  
The competition is to be run on behalf of the Minister by Independent Consultants consisting of a consortium of Stone & Webster Management Consultants, NatWest Markets, Allen & Overy, Matheson Ormby Prentice, and NCB Corporate Finance.
- Nature of the Contract, CPC reference number (services):**  
Contract to supply electricity to the Electricity Supply Board (ESB) from a peat fired power station to be built, owned and operated by the successful tenderer.
- Place of delivery, site or place of performance of service:** URL - East Midlands area of Ireland; site to be finalised.
- For Supplies and Works:**  
(a) Power station to consume approximately 1 million tonnes/annum of fuel peat to produce approximately 120 MW gross electrical output.  
The successful tenderer will enter into a long term contract with the Electricity Supply Board (ESB) for the connection to the grid and the sale of electricity to ESB. The ESB, as contracting authority, has undertaken to enter into a long term supply contract with the successful tenderer as recommended by the Awarding Authority by the Independent Consultants. The competition will be organised and run exclusively by the Independent Consultants.
- Division into lots:** No.
- Derogation from Article 18(6):** No
- Time limits for delivery or completion:**  
The plant should be in service by 31.12.2001.
- Deadline for receipt of requests to participate:** 5.5.97
- Address:** Prequalification documents available from, and submissions must be returned to, either of the following:  
Matheson Ormby Prentice  
3 Burlington Road  
Dublin, Tel: 00353 1 667 1666  
Fax: 00353 1 667 1700  
Stone & Webster Management Consultants  
500 Elder Gate  
4 Millen Keynes  
MPS 12A  
Tel: 0044 1908 602236  
Fax: 0044 1908 602196
- Language:** English
- Deposits & Guarantees:** No bid bond required. Other bonds to be specified in draft contracts forming part of invitation to tender documents.
- Financing & Payment:** Project to be financed by the successful bidder. Details of proposed financing to be included in tender submissions.
- Legal form in the case of group bidders:** Bidders to propose. The successful bidder will be required to form a separate legal entity prior to entering into the contracts.
- Minimum Standards:**  
Applicants must have the demonstrated capability, experience and financial resources to develop a major build, own and operate thermal power station project. Applicants must have undertaken a relevant project of at least IRP 20 million contract value. Further details will be given in the prequalification documentation. Applicants must operate an accredited quality assurance system.
- Providers already selected:** The primary peat fuel supplier will be Bord na Mona.
- Other information:** Deadline for submission of applicants' prequalification package is 5.5.97. The criteria for selection will be the economically most advantageous tender. The project has in principle been approved for EU grant assistance under the terms of Ireland's 1993 - 1999 Economic Infrastructure Operational Programme.
- Notice posted:** 20.3.97
- Notice received on:** 20.3.97

## Crumpled chancellor still in fashion

Respected Kenneth Clarke set for what may be his last Ecofin meeting

Supporting crumpled suits and pro-European views, Mr Kenneth Clarke can hardly be accused of courting fashion in the Conservative party. On the European stage, however, Britain's chancellor of the exchequer cuts a sharper profile. His influence among fellow EU finance ministers has grown steadily, allowing him to play a vital if unpublicised role in negotiations over economic and monetary union.

This weekend, Mr Clarke will leave the UK election campaign and join his European colleagues in the Dutch coastal town of Noordwijk to discuss the countdown to Emu. With the Tories trailing badly in the polls in Britain, it could be his last Ecofin meeting.

Mr Ruairi Quinn, finance minister in the Republic of Ireland, says: "Ken Clarke has been a wonderful ambassador for Her Majesty's government, and not just because he speaks from a national perspective. His attitude to the single currency is: we may or may not take part in this project but it is in everybody's interest, particularly the UK's, that it is successful."

Mr Gerrit Zalm, Dutch finance minister and host, says the secret of Mr Clarke's success in Europe is that he speaks in a humorous, intelligent, and constructive manner. "That's not easy given the political circumstances in Britain."



touch. Mr Clarke is no Euro-federalist. He once defended his veto of funds for the European Space Agency on the grounds that it was "just a scheme to put Johnny Frenchman in space". He is a biting critic of Europe's high unemployment and inflexible labour markets. Like prime minister John Major he thinks the rest of the EU could learn a lesson from the liberalised British economy.

Mr Clarke has, however, always acknowledged Britain's dependence on European markets. His guiding principle in nearly four years as chancellor has therefore been to keep open Britain's options toward Emu while exerting maximum influence over the negotiations.

A year ago, at a meeting of finance ministers and central bankers in Verona, Italy, Mr Clarke successfully pleaded with his European colleagues not to make membership of the revamped Exchange Rate Mechanism

compulsory for countries outside the future euro zone.

Mr Quinn quotes him as saying that there were some people in Britain who thought hell had begun when Britain joined the ERM [in September 1990] and that heaven had begun when Britain left it. Mr Clarke is said to have added:

"Britain is more likely to join the single currency before ERM, so don't make it more difficult for us to do so." Eurosceptics in Mr Clarke's own party suspect that his secret ambition is to push Britain into Emu alongside France and Germany. The chancellor insists that Britain must play in Europe's "first division", but he has never put the chances of Emu going ahead on time on January 1, 1999 at higher than 60 per cent.

In recent weeks, Mr Clarke may have had trimmed that figure in response to record unemployment in Germany and a slower-than-expected recovery in Europe. Yet unlike cabinet colleagues such as Mr Malcolm Rifkind, the foreign secretary, he resisted the temptation to make capital out of Emu's difficulties.

Because he does not fit the European stereotype of the British as political saboteurs, Mr Clarke has won the trust and respect of colleagues in Brussels. "He is Britain's most effective minister. If only... he could be your prime minister," says one German diplomat wistfully.

Mr Clarke's reward came at the EU summit in Dublin last December, towards the climax of bitter Franco-German negotiations over the terms of the stability pact for enforcing budgetary

discipline among countries in the euro zone.

The French insisted that politicians should have discretion on when to impose penalties on fiscal delinquents. The Germans insisted on automatic sanctions. Both claimed to have the Maastricht treaty on their side.

On the Friday morning, Chancellor Kohl ordered a meeting between the French and German finance ministers, with Mr Jean-Claude Juncker, the prime minister of Luxembourg, acting as go-between.

Mr Quinn, the chairman, called in the European Commission and Mr Zalm of the incoming EU presidency. Suddenly, Mr Clarke poked his head around the door and asked whether he could join the inner circle.

Mr Philippe Maystadt, the long-serving Belgian finance minister, says the positive response confirmed Mr Clarke's standing. "I was surprised how involved he was because he could easily have abstained," says Mr Maystadt, "but instead he made a constructive contribution."

The lesson of Dublin was that a forceful British presence at the EU negotiating table can tip the balance. If Britain remains on the sidelines, France and Germany dominate and the smaller states are trapped like marbles between the elephants. Mr Clarke, himself a heavy-weight, grasped that fact long ago.

Lionel Barber



## UK NEWS DIGEST

## Expansion for HSBC offshoot

First Direct, the fast-growing telephone bank owned by the Midland Bank offshoot of HSBC, yesterday announced the construction of a new telephone call centre in southern Scotland that is expected to create 5,000 jobs over the next seven years.

The Conservative party, whose few Scottish seats in the House of Commons are under grave threat in the coming general election, has been eager to announce the First Direct investment for weeks.

But despite repeated government leaks, First Direct had insisted that it was still weighing the advantages of Scotland and the Republic of Ireland.

Even yesterday, Mr Michael Forsyth, the chief minister for Scotland, managed to jump the gun by welcoming the new call centre hours before First Direct was ready to confirm its decision. "This new site is designed to ensure we have the capacity to expand our business well into the next century," said Mr Keith Whitson, chief executive of Midland.

George Graham

## NORTHERN IRELAND

## Hospital bed court for shot man

A court convened in Belfast yesterday by the hospital bed of a 19-year-old man shot by undercover British soldiers in the Northern Ireland village of Coalisland last week. Mr Gareth Doris from Coalisland, who is being kept under armed guard, lay on top of his bed wearing pyjamas during the four-minute hearing.

A dressing covered a gunshot wound to his stomach and his collapsed lung was being inflated by air from a tube at his bedside. He was charged with attempted murder and maliciously causing an explosion outside Coalisland police station last Wednesday.

He did not speak and was remanded in custody to appear at Belfast Magistrates Court on April 29.

"The defendant has asked me to indicate that he is vigorously contesting the charges," said a defence lawyer.

## MANUFACTURING OUTPUT

## Tenth month of growth recorded



UK manufacturers enjoyed growing order books and rising output last month, as the purchasing managers' index recorded its tenth consecutive month of expansion. The index provided mixed signals over the state of the economy, with good news on manufacturing output and increased orders balanced by signs of falling employment caused by concerns over rising costs. Analysts said the index, by the Chartered Institute of Purchasing and Supply, showed evidence that UK exports

were picking up despite the big rise in the pound's exchange rate since August 1996. Although the overall index, which surveys manufacturing sector activity, fell slightly to 52.9 last month, below February's level of 53.4, it remained safely above the key 50 level. An index reading below 50 signals a contraction in activity.

The number of manufacturers with new orders on their books continued to rise and at a higher rate than in February.

Richard Adams

## OFFSHORE EQUIPMENT

## Workers walk out over pay claim

Work was at a standstill yesterday at Amec Process and Energy's offshore fabrication yard in north-east England because of a one-day walkout by all 1,750 hourly paid workers in pursuit of a 10 per cent pay claim.

The company, which says it must drive down costs to remain competitive and maintain a healthy order book, has offered a 3 per cent rise with any additional increase depending on productivity deals.

The Confederation of Shipbuilding and Engineering Unions has threatened to stage further strikes, with walkouts every Monday, unless the matter is resolved. Further talks between the CSEU and management will take place this week. The yard has been highly successful at winning orders in the past two years but the company says fierce international competition is driving down margins.

Chris Tighe

## RIVER THAMES

## Water levels threaten boat trips

Four vessels and pleasure boats face cancellations of journeys on part of the River Thames in London because of unusually low river flows resulting from unseasonably dry weather, the Port of London Authority warned yesterday.

It said vessels navigating upstream of Kew, in the west of London, faced "worsening problems".

"It's only April and we are already facing the kind of problems we usually face in August after a very dry summer," it said.

Some boats ferrying tourists from central London upstream to Hampton Court had cancelled some services because of the risk of grounding. The government's Environment Agency, which has already declared drought conditions in south-east England and the east of the country, said yesterday that Thames water levels were at 37 per cent of their long-term average for the month of March.

Linda Boulton

Success in winning contracts replaces acquisitions as principal engine of sales growth

## Outsourcing boosts leading IT providers

By Paul Taylor in London

Information technology outsourcing contracts awarded by British industry and the public sector helped the top 10 software and computer services companies to increase their UK revenues by 20 per cent to £4.06bn (£5.45bn) last year.

The top 10 also consolidated their grip on the market, taking their share to 39 per cent, according to figures compiled by Mr Richard Holway, an industry analyst and publisher of System House, a UK computing industry newsletter.

"In previous years, acquisitions have been the main

reason for the high growth

rates of the larger companies," Mr Holway notes. "The only major acquisition of UK revenues in 1996 was IBM's acquisition of Data Sciences... the major reason for high growth is undoubtedly the fact that these larger companies have been awarded the lion's share of new outsourcing contracts."

Electronic Data Systems, the US-based group, consolidated its position as the largest supplier of computer services in the UK.

EDS revenues grew 46 per cent in Britain to \$765m as its contract with Rolls-Royce came into full effect, a contract with Airtrons started

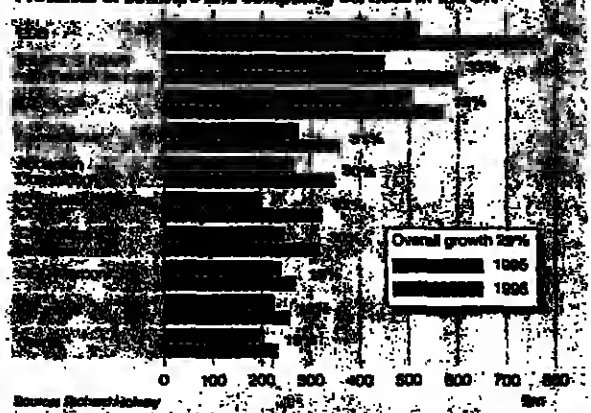
and its work for the Inland

Revenue grew significantly. Computer Sciences Corporation, the sixth-largest computer services group in the UK, benefited from big outsourcing contracts with British Aerospace, Oxford Consultium and Lucas Industries. The UK operations of Sema Group and Cap Gemini also increased their outsourcing businesses rapidly.

"Those engaged in outsourcing produced by far the fastest growth rates," said Mr Holway. "Conversely, those with no outsourcing activities - GEC Marconi, Microsoft and Oracle - had the lowest growth rates."

## Top 10 suppliers

Providers of software and computing services in the UK



## Hotels chief jailed for defrauding shareholders

By Robert Feld, Legal Correspondent

The former managing director of Resort Hotels was jailed yesterday for eight years for a £20m (£31.8m) fraud on the company's shareholders. He was also disqualified from acting as a company director for ten years.

Mr Robert Feld, 45, was convicted on three counts of making

misleading statements and nine of forgery in connection with a 1992 rights issue.

The court heard that Mr Feld had lied about profit forecasts and about the company's indebtedness in order to ensure success for the rights issue. However, within two years the company's shares were suspended and it went into liquidation with debts of £140m.

Mr Anthony Evans, a lawyer for

the Serious Fraud Office, told the jury: "Robert Feld was the driving force behind the business. He was Resort Hotels. Documents were forged by Mr Feld or on his instructions. Shareholders were induced to part with £20.6m."

Resort Hotels was admitted to the Unlisted Securities Market in 1988, later obtaining a full stock market listing. This allowed the company to expand rapidly. Three

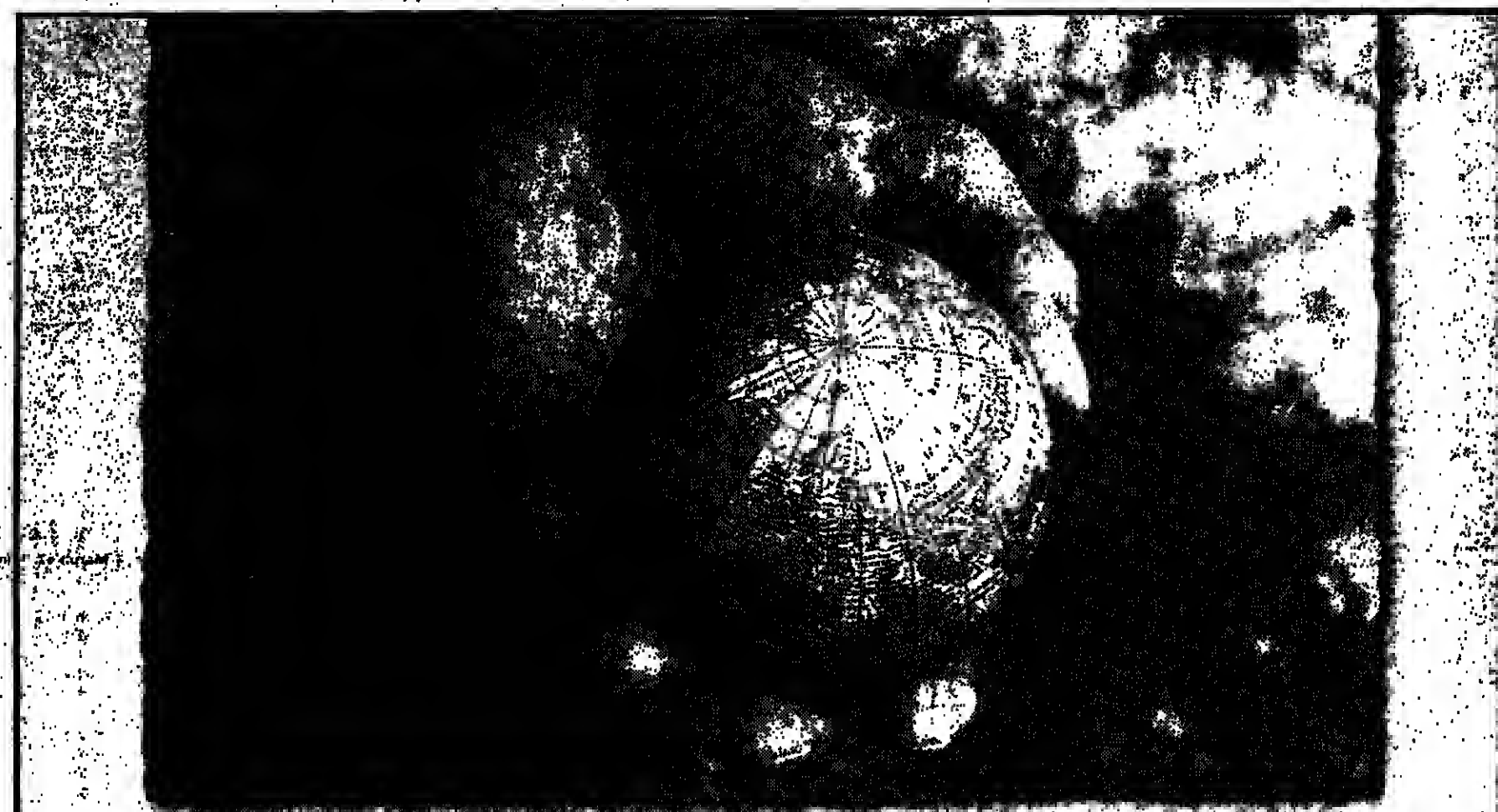
rights issues between 1988 and 1991 raised £30m. But in 1992 the group needed further share capital prompting the rights issue at the centre of the case.

For the April 1992 rights issue to be a success the profits forecast had to be in line with market expectations. City of London institutions had been forecasting a profit of £5m.

Mr Feld told Coopers & Lybrand,

the company's auditors, that profits before tax for the year ending April 1992 would not be less than £5m, that the group's debt was £28.6m and that it had cash balances of £4m. These were deliberate lies, the court heard.

Shareholders in Resort Hotels lost their whole investment, their sole compensation a £250 voucher to spend at Jarvis Hotels, which had acquired Resort's assets.



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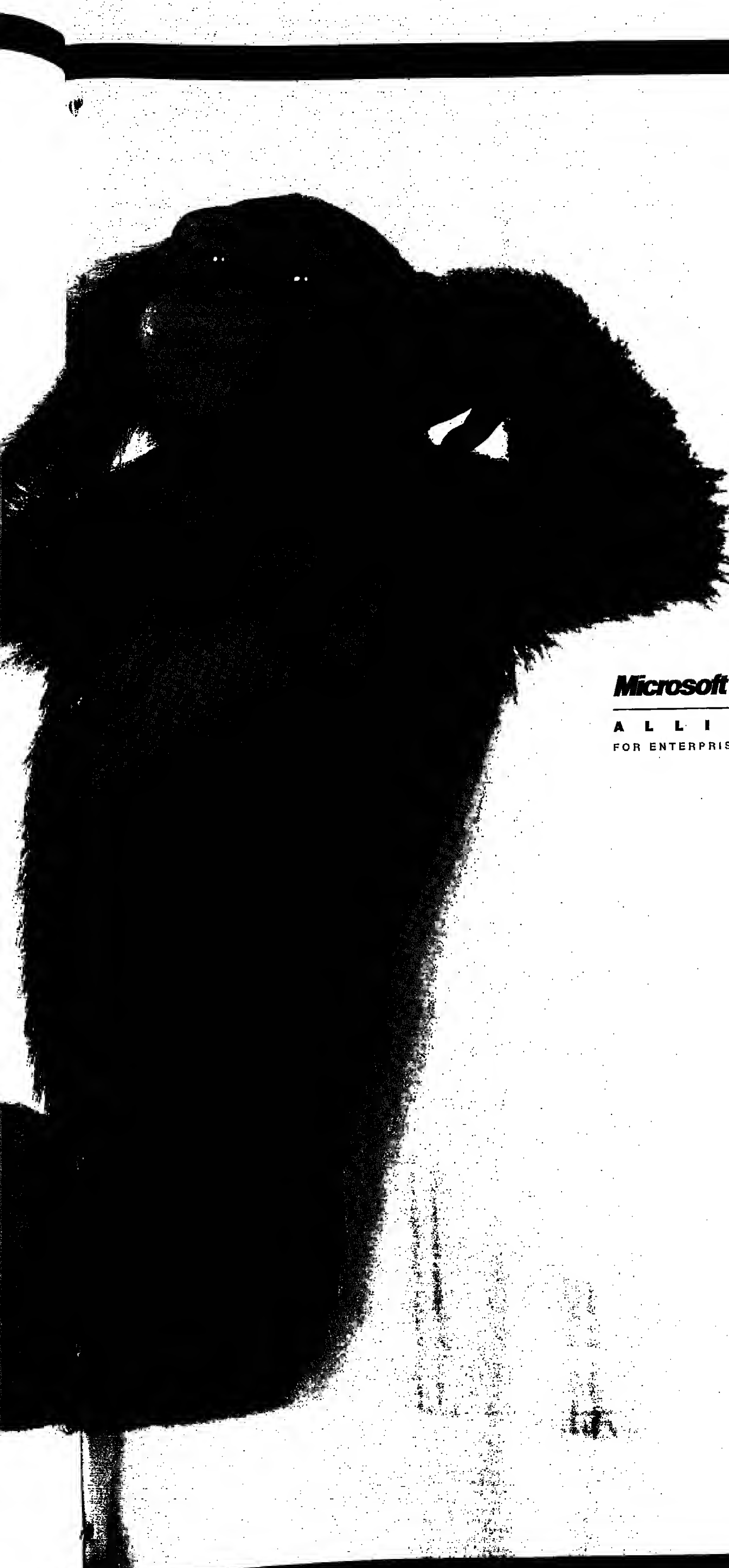
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## TURKISH INFRASTRUCTURE

Financial Times survey

Turkey's main utilities companies are moving slowly towards the private sector, but political obstacles remain, writes John Barham

## Hunger for capital remains unsatisfied

Fifteen years ago Turkey opened a new international terminal at Istanbul's Ataturk airport. The Turkey of the early 1980s was a rejuvenated country, emerging from decades of state planning. A fine new airport terminal would become a gateway for the booming tourist trade and help establish Istanbul as a regional business centre.

According to the original plan, work on a second terminal was to start immediately, backed this time by private capital. But 15 years on, Istanbul airport still has just one international terminal, overwhelmed by a huge increase in traffic.

Governments have come and gone, as have plans for the new terminal. Political intrigue, government indecision, a hostile judiciary and bureaucracy are all to blame.

A similar fate has befallen other brave plans to harness local and international capital to build up Turkey's infrastructure, and so lay the foundations for vigorous sustained growth.

Instead, private capital plays a minor role while the state's investment budget dwindles.

Blackouts have become part of the Turkish way of life, as have water shortages, crumbling roads and city streets choked with traffic and pollution.

Yet business is confident that Turkey's awareness of

the state's limitations are changing. Mr Zekeriya Yildirim, vice-chairman of the Dogus Group, a conglomerate with many infrastructure-related projects, says: "I think that now public opinion has a real desire for stability, for growth and for more employment and to develop our infrastructure."

No country can develop without an adequate infrastructure. Turkey's overburdened infrastructure depresses its potentially high growth rate.

Deficient transport, water and power increase the cost of doing business in Turkey. Repairing and expanding these networks to cope with a growing and rapidly urbanising population imposes unbearable strains on the near-bankrupt treasury.

These themes, and the mechanisms to attract private capital to infrastructure projects, are the subject of a two-day conference sponsored by the Financial Times that begins today in Istanbul.

Underfunding and disorganisation mean expensive delays and starve essential services such as education and health of resources.

The State Planning Office said last year that delays due to insufficient government funding caused public projects to come in an average 2.4 times over budget. Istanbul's light railway was completed in 10 years



Water shortages are common throughout Turkey. Workers drill an artesian well (left) in the countryside.

Haydarpaşa, Istanbul's historic railway station (bottom left) was built in 1908. The station remained strategically important until the 1930s when travellers shifted to road transport. Today, there are severe traffic jams in Istanbul, especially over the Bosphorus bridges, one of which is pictured below.

The Tavas thermal power plant (right). Its obsolete technology causes acid rain.

Survey pictures  
Unit: Uzmay



instead of the planned three years and came in at over twice the budget.

The government has made a start in surrendering control to the private sector. It is transferring management of the electricity distribution system to private companies and leasing power stations to private operators. It has leased control of seven - admittedly minor - ports to the private sector.

TEAS, the state-owned electricity generator, expects half the \$95.1bn investment needed to quintuple generating capacity by 2020 to come from private sources.

But financiers worry about Turkey's hunger for capital. An investment banker says: "There is no shortage of good projects. But there is a limit to the capital available for Turkey." Deteriorating public finances and stubbornly high inflation have

led to sharp cuts in Turkey's credit rating, which further reduces the funds that capital markets are willing to commit to the country or raises costs.

Yet bureaucratic conservatism and lack of financial sophistication prevent the state from turning to cheaper capital market-driven alternatives, such as using the hard currency revenues of ports, airports and the international telephone network to back expansion projects.

Although opinion polls show a majority of Turks support greater private sector involvement in infrastructure, opposition remains ferocious. Mr Mümtaz Soyas, a constitutional lawyer and left-wing politician, has blocked the privatisation of Türk Telekom (TT), the telephone company and privately financed infra-

structure projects for years by appealing to the courts - and usually winning.

Although the constitutional court cleared TT's privatisation in January, it still requires the public sector to retain 61 per cent of the shares. And Mr Soyas is not giving up.

He told a trade union rally in February: "The ports which are Turkey's gates, the factories which are the country's chimneys and the energy plants which are the country's furnaces, are being sold. This is not privatisation. This is downright robbery, theft and plunder."

Even business executives and financiers agree with Mr Soyas that the constitution - drafted by a supposedly modernising 1900-02 military government - imposes tight restrictions on private infrastructure investments.

This is because many Turks still fear surrendering state control over strategic assets to foreigners, as the Ottoman empire did in its dying days.

The constitution requires the Danıştay administrative court to approve and monitor concessions.

Broadly, any private company taking over activities formerly performed by the government is operating a concession.

However, financiers will not back projects subject to

control of a Turkish court. They want disputes settled by international arbitration. The "concession problem" has sunk the Build-Operate-Transfer (BOT) scheme, pioneered by Turkey in the early 1980s, and seems likely to sink its successor, the Build-Operate (BO) scheme.

Under BOT, the government awards a project, such as a dam, to a private company. The company operates it for a long period to recover construction costs and earn a profit, after which it transfers the dam to the state.

BOTs are simple in principle, but in practice are fiendishly complex. The courts have cleared only 16 BOTs, of which six are major projects.

Under BO regulations announced a year ago the government hoped to sidestep the concession issue by not requiring that a project be transferred to the state.

Only non-public service activities would be considered for BO contracts. Legal experts doubt that judges will be any kinder to the BO system than its predecessor.

Meanwhile, about \$4bn to \$5bn worth of "priority" BO power project investments are on hold pending a court decision.

A multinational oil company executive trying to promote a \$1bn power project

says: "We need conditions that make the project viable. The constitution must be changed."

Financing a two-thirds majority in the 550-member parliament will not be easy. The government has a majority of just seven seats.

Politicians resist change because the public sector is such an important source of patronage.

Mr Alper Kaptanoğlu, group co-ordinator at Alarko, a big construction group, says the decisions politicians take "are related just to their benefits, not the country's". Appointments are made on political affiliation, not merit, he says.

The durability of the coalition government led by Mr Necmettin Erbakan, Turkey's first Islamist prime minister, is open to question. Many political commentators doubt his weak, divided government can take difficult decisions. Few expect the government to complete the first stage of its flagship privatisation of TT by the end of this year.

Mr Ahmet Çağlar, general manager of Enerjisa, a power company owned by the Sabanci conglomerate, says a solution "requires very strong leadership. Someone [must] come and say: 'This is the problem and this is how we will solve it.'"

Politics and the legal wars

over concessions and TT have overshadowed other important issues. The subject of regulation of the telecoms and electricity industries has barely been broached. Upgrading the electricity transport system is not attracting the attention it needs.

The government's pipeline monopoly is scrambling to secure enough additional natural gas imports to meet a steep rise in demand for household and industrial use.

The model for Turkey should perhaps be Latin American and eastern Europe where in many cases the entire state-owned infrastructure was swiftly moved into the private sector, backed by local and foreign capital markets and monitored by sound regulatory structures.

Yet optimists are right to argue that diminishing public investment or ideological conviction will eventually force the state to surrender its monopolies. Turkey's telephones, electricity industry, gas pipelines, oil refineries, roads and water companies - perhaps even Istanbul airport - should eventually become private corporations working in the public interest.

Change, however, is unlikely to be quick or smooth.

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FINANCING • by Metin Munir

## Loans in limited supply

Lenders remain sensitive to political and economic upheavals

Turkey is one of the biggest and most profitable infrastructure markets, but funds are in short supply because of the government's low credit rating.

The country has not recovered from the loss of credibility after its 1994 economic crisis, when it abruptly lost its status as one of the best borrowers among emerging economies. Although the climate has improved slightly, lenders remain sensitive to political and economic upheavals which seem to have become the norm.

The international market for Turkish risk remains limited. Standard and Poor's, the Wall Street rating agency, has lowered Turkey's long-term foreign currency debt rating eight times since 1994, demoting it to single B last December.

Loans beyond one year maturity are rarely available. Spreads paid by Turkish banks change between about 0.85 per cent and 1.70 per cent - slightly higher than last year because of the heightened political uncertainty - depending on the borrower's perceived soundness.

Tenders have recently been received for six 700 MW power plants and six local electricity distribution companies which require a total investment of about \$4.6bn.

"There is no way they can raise all of this money at once," said a European banker. "Probably half of it could be raised this year."

Mr Cafer Said Okay, an Ankara-based consultant, says that the total cost of the projects proposed by the gov-

ernment is \$50bn. Mr Okay, who owns UDAS International Consulting and advises, among others, Mitsui of Japan, says his clients are amazed that "there is no scheduling - it looks as if they want financing for all projects. That's not possible".

Mr Ata K Seodhi, a managing director of Bear Stearns in New York, considers political volatility to be the main stumbling block facing Turkish borrowing. He says: "There is demand for Turkish risk but political uncertainty is blocking the money which could come - and at this point uncertainty is at its zenith."

This is unfortunate, because the economic need for the projects is very real and the rate of return for the investors is very attractive.

ING is one of the most active banks in project finance, with ABN Amro Bank, West LB, Chase, and to a more limited extent, Citibank.

Mr John McCarthy, general manager of ING Bank Turkey, says that in the energy sector, where the bulk of the infrastructure projects exist, the rate of return is 27 per cent to 30 per cent. This "is not as good as the Bosphorus Bridge", which is minting money, "but comes close", says Mr McCarthy.

Project finance for infrastructure development demands much longer tenors of between two and seven years and is uncommonly scarce. "That kind of money is not readily available and is expensive," says Mr McCarthy.

No deals have yet been concluded in any of the dozens of energy projects which the government has opened to private investors this year. There is no cost-of-borrowing benchmark. But one

leading Turkish bank, which is reported to have earmarked \$400m to finance power distribution franchise purchases, is demanding Libor plus 6 per cent plus a 1 per cent commitment fee for five-year tenor, according to market sources.

The projects which will attract the highest foreign investment are those which allow an efficient distribution of risk between the parties involved and have a short realisation period.

As a rule of thumb, natural gas power plants are the most attractive for foreign financiers, due to the shortness of the construction period (two years) and availability of export credit agency (ECA) loans, which enable public and private lenders to split the risk.

Hard fuel fired power plants take longer to build, cost more and are more difficult to finance.

The most difficult to finance are hydroelectric power plants. These have long construction periods (about five years) and a correspondingly long "grace period", and because of low import requirements would have correspondingly small ECA support.

There is no ECA support at all in the acquisition of power distribution franchises and transfer of operation of power stations.

Mr Ethem Tunel, director of the project finance department of ABN Amro, says: "Airport and port projects are also of high interest to international financiers due to their foreign currency generation capabilities, predictable cashflow forecasts, availability of ECA financing and foreign developers."

The first Build-Operate-Transfer project, which could set a market precedent, was closed last November. It was for a 672MW

hydroelectric power plant and dam in eastern Turkey at Birecik on the Euphrates. Financing was about DM2.3bn, making it the single largest finance arranged for a project in Turkey.

It took Chase Investment Bank of London, which was financial adviser, 10 years to complete the deal. The financing is made up of DM1.8bn of senior debt, DM300m of equity and DM100m of start-up revenues, according to Chase.

The senior debt includes export credit agency tranches guaranteed by Hermes of Germany, Dacorum of Belgium, ORB of Austria and Coface of France, and a commercial tranche of pure Turkish risk.

The debt was syndicated in a package of ECA to commercial debt on a ratio of 8:1. This ratio was one of the factors which made the deal attractive to commercial banks, by diversifying the Turkish risk.

The tenor of the ECA tranches is 15½ years and eight years for the commercial tranche. The project will take 5½ years to build. The company will operate the dam for 15 years before transferring it to the state.

"The risk is spread around pretty well," says a European banker. "The ratio which is purely Turkish risk is not so big, particularly if you spread it among a syndicate of 20 or more banks. And the return on the overall asset, blending in the export credit, is very attractive. The reward is very good and the risk is ameliorated by the export credit side."

Project sponsors included Philipp Holzmann of Germany, members of the Alcatel group in France and Belgium, Strabag of Austria, Sulzer Hydro of Germany and Gama of Turkey.



## TURKISH INFRASTRUCTURE 2

ENERGY • by John Barham

## Ankara hopes to muddle through

Bankers believe the government will eventually solve its financing problems

Power cuts have become a well-established part of the Turkish way of life.

Nobody is exempt. Officials at Istanbul's city administration struggled to find enough power to make sure the pumps at a water treatment plant worked when Mr Necmettin Erbakan, the prime minister, ceremoniously pressed the starting button recently.

Blackouts are likely to become more frequent, last for longer and affect more and more people. The state-owned power sector cannot invest enough to meet demand growing at 8 per cent to 10 per cent a year. Although civil servants have wanted for years that Turkey must invest at least \$3bn a year in electricity generation and distribution, ministers are only taking action now.

Even if construction began now - progress is blocked in the courts - it would take about two years before the first new power stations began producing electricity. Companies are free to generate power for their own consumption, but are paid low prices if they sell to the national network.

Ankara has announced an investment programme to increase generating capacity fivefold in the next 20 years at a cost of \$9bn - about half of which would be financed by private investors. Last year the government announced new rules allowing companies to build and operate power plants to government specifications, replacing the Build-Operate-Transfer (BOT) system, stuck for a decade in a legal quagmire.

The government selected five sites across the country for six "priority" power plants worth about \$4bn to \$5bn altogether, to be built under the new Build-Operate (BO) rules. Five power stations will be fuelled by natural gas and one by imported coal, for a total capacity of

Electricity installed capacity (MW)

Year	Capacity (MW)
1990	10,500
1991	11,500
1992	12,500
1993	13,500
1994	14,500
1995	15,500
1996	16,500
1997	17,500

Electricity generated capacity (MW)

Year	Capacity (MW)
1990	10,500
1991	11,500
1992	12,500
1993	13,500
1994	14,500
1995	15,500
1996	16,500
1997	17,500

5,200MW. If all goes well, they will start producing electricity by 2000.

The government specified not only the location, but the fuel and capacity of each unit. Dozens of international energy companies - mainly from the US - have submitted bids, and the winner will be chosen mainly by the electricity price to be offered to TEDAS, the state-owned distribution company. The lowest bidder will win.

Another seven BO contracts will be awarded at a less hectic pace. About \$20bn-worth of hydroelectric contracts to be built under BOT regulations will also be awarded. Meanwhile, the state will invest about \$61.5bn in projects of its own, such as a planned \$1bn nuclear plant.

In spite of the omnipresence of the corruption of Turkey's strong underlying growth rate, local and foreign companies are trading warily. One reason is a long history of government bungling. Ms Sunda Bahadırli, assistant general co-ordinator at ATA, a big construction group, says "the energy industry is very profitable". She says this is largely thanks to government-guaranteed profits for recent BOT power projects to make up for sudden policy changes and delays caused by legal problems.

The entire Build-Operate

scheme is suspended, probably until the summer, while the Danistay administrative court hears objections from political opponents. Similar objections virtually paralysed BOT projects for a decade.

Others complain that the government will retain a heavy hand in a semi-privatised, barely regulated power industry. Natural gas is supplied by government-owned Botas and electricity will be sold to TEDAS. Regulations governing the soon to be privatised distribution system are unclear.

Mr Ahmet Caglar, general manager of Enerjisa, a power subsidiary of the giant Sabanci industrial conglomerate, says "the government says 'you will buy your fuel from me and you will sell your electricity to me'". So, once again, lenders to these projects demand government-guaranteed supply and purchase contracts. Mr Caglar says: "This all becomes very complicated and expensive. [Decisions] are made on a case-by-case basis that gives [companies] little encouragement."

Although the government is transferring the entire distribution network to private operators by splitting the country into 25 sectors, it has not explained how the new system will be regulated. Operators in each zone will want to increase revenues and cut losses and then - which average about 18 per cent of electricity production - but executives worry about unclear guidelines of pricing, abuse of local monopoly power and transport rights.

A senior European manager says: "There is a certain co-ordination now, but privatisation without regulation will be complete anarchy." For instance, the government is not focusing on transmission. He says: "I can imagine in a few years there will be overcapacity in generation and there will still be shortages owing to lack of investment in transmission."

Companies are wondering if there will be enough natural gas - the fuel of choice for the new generation of power stations - to meet a sudden surge in industrial



Gökova power plant environmentalists are strongly opposed to it

and household demand. Botas is negotiating with Gazprom of Russia, Turkey's sole natural gas supplier for more imports along a new eastern pipeline and an expanded western link. There are plans for a second liquefied natural gas terminal at Marmara Erilisi.

The government signed a \$23bn import deal with Iran last year, even though there is no pipeline linking the two countries. Neither does Iran have sufficient gas to supply Turkey. Financing this project will be difficult, given Washington's opposition.

Executives scoff at the notion that TEDAS or TEAS, its sister generating company, have the administrative capacity or political independence to act as impartial regulators.

In spite of the confusion, bankers and executives are guardedly optimistic that these problems will eventually be solved.

They say disorder is probably due to Ankara's inexperience in managing complex privatisations rather than to

## Courts halt progress on power projects

Legal difficulties put private leasing programme on hold

It has been 12 years since Turkey first allowed private investment in the electricity sector under the famous Build-Operate-Transfer (BOT) model. Previously the industry was reserved for the state utility.

Although BOTs have since been widely implemented around the world - sometimes even called the "Turkish model" - it was not until last year that the first few international BOT power projects reached a financial conclusion in Turkey.

Emboldened by its success with BOT, and realising the urgency of its electricity needs, the government announced a series of private power tenders last year.

There have been 18 tenders, including more than 150 projects. The government decided that by leasing about 15 existing plants and granting distribution rights over more than 20 regional distribution companies, it could privatise substantial assets and raise money to address the budget deficit.

The government created a new model for power generation, the so-called Build-Operate (BO) model, and tendered six of the most important new projects on this basis. But when these BO bids were submitted in February an injunction from the Danistay high administrative court put proceedings on hold.

According to press reports the Turkish Chamber of Electrical Engineers filed numerous lawsuits intended to stop all private power projects. It wanted BO projects to be subject to special scrutiny under the Turkish constitution as "concessions".

The Danistay apparently agreed. It granted the engineers an injunction and is reviewing the merits of the claim. Earlier it invalidated a private distribution con-

tract on these grounds, and in several decisions since 1992 it defined the meaning of concession to bring private power almost entirely within its dominion.

Unfortunately, not one private power project with international investment has been successfully developed in Turkey as a concession. It appears that the Danistay has been seeking to revise the contract terms of projects submitted to it for approval in such a way that foreign participation or financing may be difficult.

In response to the Danistay's decisions the government enacted a series of ultimately flawed legislative measures to define the nature of a concession. But the courts have invalidated them on constitutional grounds, reasoning that a concession must be defined by the courts.

Other lawsuits abound. The treasury's authority to issue guarantees to support BOT projects, which provides their financing backbone, has been challenged at the Constitutional Court. The Danistay has not apparently ruled on a challenge against the first planned power station lease. Lawsuits against successful BOT projects have also been reported and more lawsuits can be expected.

At the root of the controversy is the simple political question: should the state be solely responsible for providing power? Those who seem to favour a state monopoly have chosen the legal battlefield, considerably slowing the introduction of private power.

Similar legal battles have slowed, but not stopped, the privatisation of Türk Telekom (TT), the fixed-line monopoly operator.

Attempts to privatise TT have been slowed by repeated legal challenges to the special privatisation enabling legislation promulgated in 1994, then amended by further acts in 1995 and 1996.

In preparation for its privatisation, the government

split the PTT postal, telephone and telegraph service into two units in 1995. It created the General Directorate of Posts for postal services and a new company, Türk Telekom, to handle telecommunications services.

Twenty per cent of the proceeds is earmarked for investment in telecommunications services and a further 20 per cent in postal services.

The balance belongs to the Treasury and, according to the law, should be used primarily to pay down debt.

The government's Privatisation Administration carries out preparatory procedural work, but it is for the cabinet to approve the method and terms of sale.

The law retains the government's monopoly in core telecommunications services and it is not clear when, and how, competition is to be introduced. The company has signed revenue-sharing agreements - to be converted into long-term licences - with two GSM cellular phone operators. TT itself offers many other value-added services such as paging, data transmission, cable TV, and private virtual networks.

The privatisation law permits it to offer these and other services directly - they all form part of its franchise - or for the Ministry of Transport, which oversees the telecommunications industry, to license them to private-sector operators. The licences are to be granted to promote competition in the sector.

Many important decisions remain to be taken, such as the development of a regulatory framework. The final shape of the regulatory framework and other decisions, such as tariff policy, may determine the success of privatisation and the future of Turkey's telecommunications sector.

Asli Başgöz and Hugh Verrier are partners of White & Case, the US law firm. Zeynep Çakmak is a member of the Ankara Bar.

TELECOMMUNICATIONS • by John Barham

## Phone wait may end soon

Officials say they hope to sell enough shares to raise at least \$3.3bn this year

This may be the year that Turkey starts privatising its telecoms monopoly, Türk Telekom (TT).

It is more than two years since Mrs Tansu Çiller, then prime minister, first tried to sell the company. Statist stalwarts, led by Mr Mümtaz Soyral, constitutional lawyer, nationalist and leftwing politician, repeatedly blocked the deal in the courts. Then, in January, to the surprise of many and the joy of Turkey's financial markets, the constitutional court approved the company's privatisation.

In three previous rulings since 1993 constitutional court judges rejected government plans to sell TT. They required the government to retain 51 per cent of TT's shares and transfer a further 10 per cent to the postal service, from which the company was split in 1993. A further 5 per cent had to be set aside for employees and retail investors, leaving only 34 per cent available for big strategic investors.

Still, the ruling is an advance. It implies a judicial green light for other infrastructure-related privatisations, which have been stalled for a decade. It should also ensure that TT will be better managed.

Mr Cengiz Bulut, the company's general manager, says: "It will not be as bad as it is now. I am sure we will not be tied as much to

bureaucracy as we are now." Approval for the company's investment budget is an intricate bureaucratic exercise. Rate increases to keep up with inflation must be approved by the prime minister.

The government has awarded a consortium of investment banks, lawyers and accountants led by Goldman Sachs the mandate for TT's high speed privatisation. Mr Bulut says: "The evaluation process will take five to six months and after that we will know how much to expect from the sale of shares."

Officials at the privatisation board say they hope to sell enough shares to raise at least \$3.3bn this year. This is an ambitious target that few financiers expect the government to meet. Still, optimists say full privatisation of TT has become unstoppable. It is only a matter of time before opposition to TT's full privatisation crumbles in the courts, the bureaucracy and parliament.

Given that, for the time being, TT will remain in the public sector, it is hard to see how great an impact partial privatisation will have on management and the company's public sector ethos. There are no plans for an independent regulator. Bizarrely, the transport ministry will take responsibility for regulation while the treasury will represent the state as majority shareholder.

TT is consistently profitable. Last year it reported profits of \$68.2m on revenues of \$2.5bn and expects \$1bn profits this year from \$2.7bn to \$4bn in revenues. Although it invests these

earnings to expand the service, demand for telephone connections far outstrips supply. At peak times placing international calls, dialling between Istanbul and Ankara, or even within Istanbul itself, can be difficult.

Mr Bulut says TT installs about 1.2m to 1.5m lines a year, but waiting lists remain stubbornly long. Every year about 600,000-800,000 people apply for a new line but are turned down.

Demand for lines will probably remain strong for several years. By the end of this year, Turkey will have about 17m lines for a population of about 62m, equivalent to 27 lines per 100 people. This is about half the average in developed countries. Mr Bulut expects Turkey to reach saturation by 2005.

But it will surely take longer to raise revenues per line, indicating that there will be plenty of room for growth for many years. Mr Ögür Tezmen, under-secretary at the transport ministry and a TT board member, says income per line in Turkey is just 10 per cent of revenues at Deutsche Telekom. Germany's telephone operator.

Unsatisfied demand is one reason behind the rapid growth in mobile telecommunications. Turkey may be a poor country, but taxi drivers and plumbers have mobile phones.

There are two competing GSM cellular phone networks which operate under licence from TT on a revenue-sharing basis.

Turkcell, the biggest mobile operator, had 554,000 subscribers last year and expects to sign up between 400,000 and

600,000 this year. Turkcell opened its doors only three years ago. Now the company - 51 per cent owned by local private investors and the rest by Telecom Finland and Ericsson, the mobile handset maker - is setting up a network in Azerbaijan and pushing for more deals in the Caucasus and central Asia.

TT's fixed line network is also growing quickly - the number of lines increased by 50 per cent between 1992 and last year - the systems tend to be state of the art.

Turkey boasts a high digitalisation rate, with three quarters of its exchanges digital. Even if the impact of semi-privatisation on TT's management is unclear, it may bring some far-reaching changes in its finances. At the moment its investment budget is restricted by government controls.

According to a well-established ritual, government planners appropriate a large chunk of TT's profits and the company's bosses claw back most of the money during the year with revised budgets.

Mr Bulut admits the company's financial systems are antiquated. Consultants from the Goldman Sachs-led consortium have started building new controls to make sure TT is ready for the markets later this year.

Its profits could even be ring-fenced from the government.

As a more market-oriented company it may start tapping international capital markets to raise finance to increase investment and profits.

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## BUSINESS AND THE ENVIRONMENT

# Leyla Boulton on the search for underground sites to dispose of nuclear waste

## US aims to bury the past

It has produced rioting in Germany, multi-billion dollar lawsuits in the US, and represents a poisoned chalice for whoever wins the next British general election in May.

The search for underground sites to dispose of highly radioactive waste which is piling up at atomic power plants comes to a head in the US next week, less than a month after the collapse of British attempts to begin work on a site near Sellafield.

US senators are expected to approve a proposal to force the Clinton administration to build a temporary storage site above ground at Yucca Mountain in Nevada - before a permanent dump underground there is approved.

The government, backed by Congress's watchdog on nuclear waste, is opposed to building a temporary site until research can demonstrate that Yucca Mountain would be a safe permanent repository.

Assuming it is passed by the House of Representatives, the industry-backed Senate plan could be stopped only by a presidential veto.

The Department of Energy, which has collected \$12bn from a levy on electricity consumers to build a permanent repository, is under a legal obligation to begin taking nuclear waste off the industry's hands from next January.

The problem is that an underground repository would not be ready at Yucca Mountain before 2010 at the earliest. Successive administrations have dragged their feet in meeting an unrealistic 1998 deadline that was set under political pressure 15 years ago.

Senator Frank Murkowski, chairman of the Senate's energy committee, claims that failure to adopt his temporary storage plan will cost the US taxpayer billions of dollars in legal damages payable to the nuclear industry. "If the administration has a better idea than this, but for the moment this is the only game in town," he says.

William Barnard, executive director of the Nuclear Waste Technical Review Board, a monitoring body set up by Congress, notes, however, that the interim storage proposed by Murkowski would not in fact be temporary. Storing waste on land, it would form an essential part of a permanent repository to handle and repackaged spent fuel waste as it arrives for deep disposal. It would also require the construction of a special road or railway enabling delivery of the waste in special casks which have yet to

be built.

In an attempt to placate its critics, the Department of Energy promises that an initial "viability" study on Yucca Mountain will be completed by the end of next year, suggesting that some kind of decision might be possible then.

But Barnard's review board, the closest thing to an honest broker in this dispute, points out that a final decision will only really be possible in 2000 or 2001, once an east-west exploratory tunnel across the mountain has been completed.

The board adds, however, that it sees no problem in keeping the waste at 70 plants in 35 states until the turn of the century. Contrary to the warnings of Murkowski and industry lobbyists who warn of nuclear power plants being forced to shut prematurely, it says there is "no compelling technical or safety reason to move fuel to a centralised site... for the next few years".

But it is adamant that a national interim storage facility should be available at the turn of the century to stop waste being left behind at nuclear reactors as they are decommissioned.

"There is really only a difference of a couple of years between our positions," says Barnard, who concludes that the Senate's insistence on the 1998 deadline is more a matter of symbolism. "The government has an obligation, so what is it going to do about it?"

The Department of Energy is looking for ways of discharging its obligation, upheld by a court ruling last year, other than providing temporary storage in Nevada from next January. But a senior official says that "the issue of what [legal] remedy it has to provide and what



Exploration at Yucca Mountain: after spending \$40m investigating the site the US government is wary of going further

liability it might face is all premature".

Kathleen McGinty, environment adviser to president Bill Clinton, is less diplomatic in rejecting the demands of the industry and Congress for interim storage at Yucca Mountain until a permanent repository is approved there.

"If Congress wanted to be really helpful, it could give us the tools to tackle this problem," she says. "It would not say 'we'll move this stuff come hell or high water'. The imperative has to be to answer critical public health and safety questions. The fact that this is a challenging process does not mean we should throw our hands up and do something precipitous."

But the administration's protestations have not stopped the

industry, which last year successfully sued the government to confirm that it must take the waste after 1998, from launching a second lawsuit with dozens of state agencies.

Apart from maintaining pres-

**There is going to be a lot of long-term uncertainty no matter where you build it**

sure on the government to solve the problem, this aims to divert any further funds levied from electricity consumers into an escrow account until the Department of Energy starts work on a repository.

Christian Poindexter, chief executive officer of Baltimore Gas and Electric, one of the companies involved in both rounds of legal action, is worried that the money accumulated - at a rate of one tenth of a penny per kilowatt hour of electricity consumed - is being used to help plug the US budget deficit.

Prospects for a solution, however, look rosier than in the UK, which as of March 17 does not even have a credible site to argue over. But the fiasco suffered by Nirex UK, the state-controlled company set up to build a repository, also highlights the delicate balancing act required to secure a site.

The UK plan was compromised by more than a simple display of Nimbyism (Not in My Back Yard) sentiments by Cumbria County

Council, the local authority that withheld permission for an underground laboratory to explore the possibility of a repository.

Citing proof highlighted by environmentalists that the site's hydrogeology was unsuitable, the council also expressed fears that once built, the laboratory would constitute a Trojan horse for a dump.

More damagingly, an internal memorandum leaked earlier this year revealed doubts within Nirex about its ability to build a sufficiently robust preliminary safety case for a dump to justify investment in a laboratory.

Concerns raised by the memo, including the perception that Nirex had been economical with the truth in trying to push through a laboratory, was enough for the government to take the politically popular step of siding with the council.

Barnard appreciates some of the scientific uncertainties surrounding Nirex's quest to find a solution. "Rocks were not made to be licensed," he says. "There is going to be a lot of long-term uncertainty about any repository no matter where you build it."

But he also recognises the danger, identified by Cumbria, of what he calls "institutional momentum" - putting so much money and effort into researching a site that it becomes increasingly difficult to walk away from it even if it proves unsuitable.

Having spent \$4bn exploring Yucca Mountain, the US government is unlikely to fall further into that particular trap by proceeding with a temporary storage site demanded by Congress.

Murkowski seems determined to generate precisely such institutional momentum when he mixes talk of a temporary site at Yucca Mountain with arguments

in favour of building a permanent repository there.

While he feels "sorry for the Nevadans", Murkowski argues that Yucca would make an ideal dump site because it has already suffered radioactive contamination from its location on the edge of the US nuclear weapons test site.

For the nuclear industry, the success or failure of attempts to solve this waste problem is likely to play a part in determining how far into the next century it continues to operate in the US.

Baltimore Gas and Electric is not alone in running out of storage space for nuclear waste - it has room at its one nuclear plant until 2006. But Poindexter says it will need the guarantee of a permanent disposal site before it applies to renew the plant's operating licence for another 20 years.

Most industry experts agree that there is even less likelihood of new reactors appearing in the US in the absence of a repository.

**H**ow long a reactor can run to recover its costs and how waste storage and disposal costs might have to increase are in turn bound up with a debate gathering pace in the US over how to deregulate the electricity industry.

Utilities, which depend on nuclear power for 22 per cent of electricity supplies, are arguing with the federal and local governments over how far they should be allowed to fix prices in a competitive environment in order to recover so-called "stranded costs". These refer mainly to investments in the nuclear industry that might not have been made in a deregulated market.

Although most experts expect the prohibitive economics of building new plants to ensure the US nuclear industry's gradual demise, some environmentalists are intent on exploiting the difficulties with waste to seal the industry's fate by opposing an underground repository.

"Nobody in their right mind would think of adding to the problem if there is nowhere to put the waste," says Mary Olson of the Nuclear Information and Resource Service, one of the US's anti-nuclear environmentalist groups.

Whatever the future holds for the nuclear industry, which is enjoying some growth in Asia and still hopes for a renaissance in the west, a powerful ethical argument can be made in favour of this generation tackling the nuclear waste problem before it gets handed down to yet another.

LB

## Locals dig in their heels over disposal

**D**isposal of waste is the nuclear industry's second-biggest challenge after the collapse in demand for new plants.

The consensus among scientists is that the safest way to dispose of spent fuel rods and other detritus that will remain dangerously radioactive for thousands of years is "deep

geological disposal" - burying it in a hole in the ground.

But politicians face an apparently endless headache in trying to put that theory into practice as local communities, backed by environmentalist pressure groups, object to having the waste nearby.

"When scientists say this is the right way to do it, they

always assume you will be able to find a suitable site... which may prove more difficult," admits William Barnard, executive director of the Nuclear Waste Technical Review Board, a group of scientists set up by the US Congress to monitor the government's progress in setting up a repository.

The US Department of Energy

points to its plan to open by the end of next year a repository in New Mexico for plutonium-contaminated waste from nuclear weapons production as evidence that deep disposal is both politically and technically feasible.

But some observers question how realistic that deadline is in the light of disagreements with

the Environmental Protection Agency on regulating the site.

They also expect new legal moves by New Mexico's attorney-general to try to block the opening of the Waste Isolation Pilot Plant, set up to bury the wastes in salt formations at Carlsbad.

LB

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## ARTS

French Television / Andrew Jack

## Highbrow to barking mad

If the advertisements in French television listings magazines are anything to go by (and there are more than 10 uninspiring varieties on which to draw), the country's typical TV viewer is obsessed with slimming, psychic mediums, breast-enhancement and ugly factory-made Belgian furniture.

And judging by the recent output of the six national stations (not to mention dozens of cable and satellite equivalents), all but that last category are already amply catered for with either their own programmes or frequent references to them in the multiple variety shows which clog the channels.

This being France, of course, both *Arte's Philo-sophes* and *France 5's Grains de philo* are available for the discriminating viewer each week. The latter featured an incomprehensible discussion on the great Gallic thinker Michel Foucault, with contributions from among others a certain Sylviane Agacinski, whose recent media fame no doubt has nothing to do with the fact that she is the second wife of the leader of the

Socialist party, Lionel Jospin.

But France 5's early Saturday evening variety show is probably more representative, and certainly more widely watched. It has the rather cheeky title *Y'a pire ailleurs* (there is worse elsewhere), although that is probably a safe bet, given the number of new and dreadful concoctions coming on screen nearly every week.

In view of previous efforts, I must confess to not even taking the risk of inflicting on myself the latest offering from Nagui on TF1, called *You are not dreaming* - you probably wish you were. For there are more than enough existing distasteful competitors to provide anyone with their weekly fill.

After all, would even the surprise and pleasure of being reunited with long-lost relations or friends on *Perdu de vue* be worth it when it

involves having to do so in front of a huge television screen, and then collapsing into tears for the pleasure of a voyeuristic audience?

And could TF1's *Sans aucun doute* really muster sufficient testimonials to fill a two-hour show dedicated to the subject of jealousy? Apparently so, with one woman happy to relate in detail how her fat husband - who believed she no longer loved him - had threatened her with a rifle before shooting himself through the head.

Her testimony was supposed to be tastefully leavened by inviting "comedian" Elsa Zylberstein along too, to provide commentary. Since the stories related were hardly laughing matters, all the star could muster were the rather unimpeccable phrases "how horrible" and "how could anyone be like that?" Indeed,

More expert commentary came from the programme's resident "astro-psychologist", who was able to reveal to us the profoundly original thought (for which her clients apparently pay top-franc) that those who believe their partners are jealous should start by considering whether they themselves need to change their attitudes.

For more seriously, M5's *Capital* last Sunday featured the equally bizarre concept of a dog psychoanalyst, available for a modest FF700 an hour to tell stressed canine owners to lock their animals up in isolation more frequently, so that they learn the importance of independence.

He was interviewed as part of a fascinating documentary which showed that the French are even more

eccentric and obsessed with pets than the English, with 33 per cent of the population claiming ownership of some 16m cats and dogs. Shame there was no explanation of why the hairy creatures are so numerous.

Still, we learnt that kennels in the shape of Louis XIV four-poster beds are on sale alongside electric toothbrushes specially designed for the mouths of our furry friends, and that animal food (typically with just 4 per cent meat or fish content) often sells in supermarkets at a higher price than the human equivalent because of the marketing costs.

We were even treated to a shocking revelation about those authoritative tweed-jacketed dog breeders who (in France too) dominate TV advertising for the cause of fat muzzling as meat. It seems they are often given vast quantities of free sam-

ples from the company being endorsed. Some even admitted to feeding rival breeds to their animals from time to time.

Meanwhile, the suitably named Emmanuel Chénin, the compère who attempts to knit the show's mini documentaries together with studio discussions, had calmed down after his salivating performance while interviewing President Chirac in a TV debate last month. His lengthy barked questions had barely left the head of state with a chance to get a word in.

But just in case *Capital's* more house-trained studio discussion was not enough to keep us distracted, the camera operator frequently filmed the presenter from a dog-like position at his heels, or bounced away as if chasing after an imaginary bone to get a long-shot so distant that the interviewees were

all but an unrecognisable blur.

Someone who turned on the programme halfway through to be greeted by the sight of copulating dogs might have thought that M5 had got confused when it turned the clocks forward earlier in the day. Its soft porn broadcasts do not normally start until around midnight.

It was a sight that might even have provided a first test for the new gimmick dreamed up by the CSA, the country's audio-visual regulator. It has had the idea of punishing broadcasters who have transgressed its rules by temporarily forcing them to transmit a black screen in place of their programmes.

But the most controversial recent sanction in the last few days was beyond even the CSA's grasp, since it was not even broadcast, but sent

on a video to doctors. The scandal was that it used a journalist, in a format very similar to a French TV news broadcast, to flag a new medicine.

That was judged particularly serious in a country which obviously takes its citizens for such fools that it considers it necessary to broadcast an image and the word *Publicis* (advertising) for several seconds ahead of each commercial break.

The single advantage the system offers is advance warning that what follows may be up to 20 solid minutes of often banal and tedious plugs for forthcoming programmes before the next scheduled item starts.

And things are set to get worse. A devoted French ad agency has just unveiled a new "anti-zapping" strategy, buying simultaneous air time for a single client on all the principal channels, so that even if you flick stations, you cannot escape the message.

At least by rapidly flicking the page you can fast-forward past an advert in the TV listings magazines.

## Opera

## Strength without romance in Salome

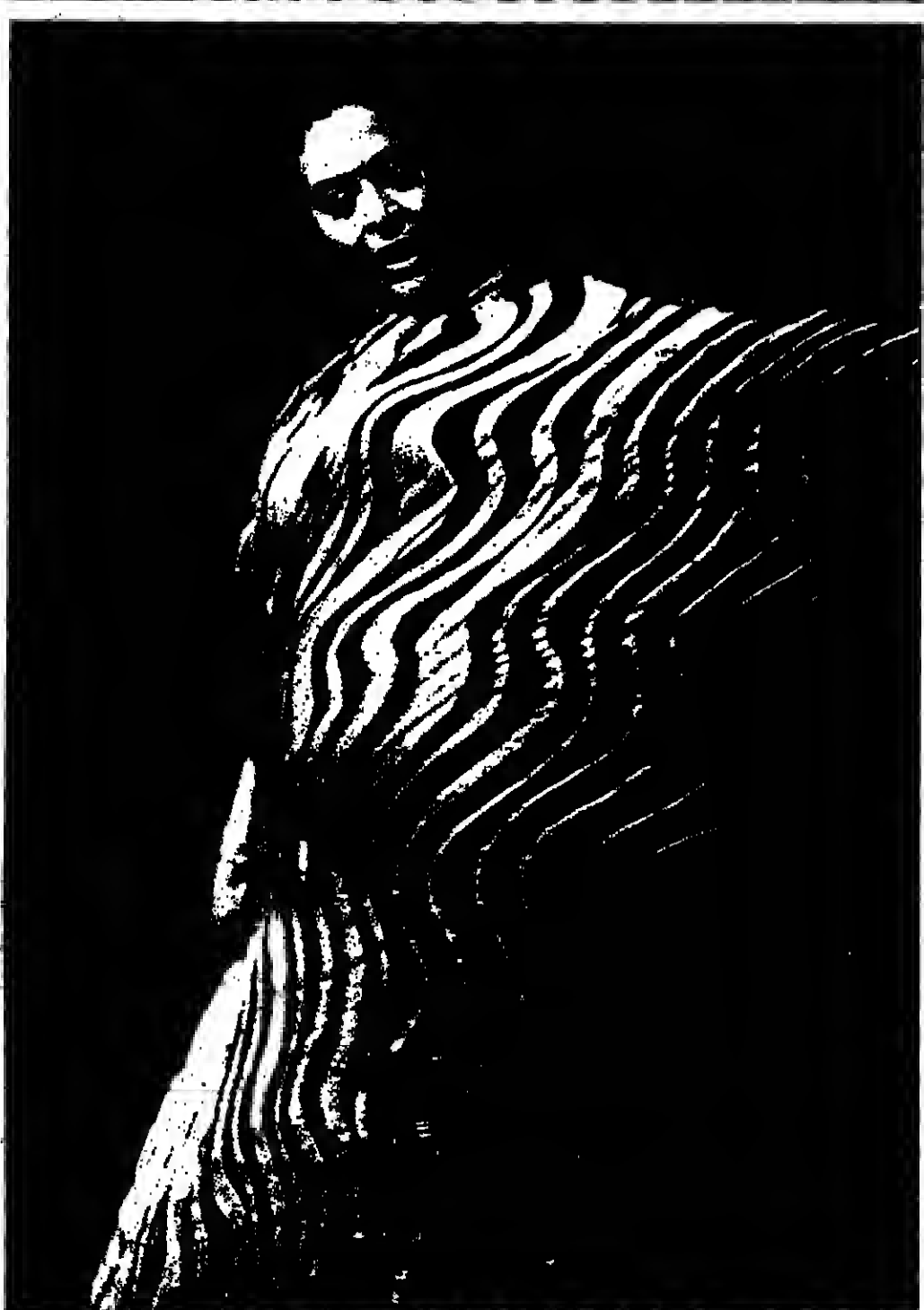
The Royal Opera knows when it is on to a good thing. The performances of *Salome* that it gave two years ago were so widely praised for their high standards of music and drama, and so intricately put together, that the company has brought the opera back with virtually the same cast for this year's revival.

It is surprising that the main players have been kept in place for so long. Luc Bondy's production started life at the Salzburg Festival in 1992 and has already travelled widely: Brussels, Florence and Chicago have seen it, performances at the Théâtre du Châtelet in Paris are to come, and a BBC2 television transmission of this London revival is due. But without Catherine Malfitano in the title role and Christoph von Dohnányi as conductor, it is difficult to imagine the production retaining its keen focus.

The strength of this *Salome* is that everybody has worked towards a single goal. Between them, Bondy, Dohnányi and Malfitano have stripped the opera of its late-romantic beauty. I doubt that either Wilde, with his bejewelled prose, or Strauss, with his glitteringly luxuriant orchestration, had in mind such a grim realistic drama, but its power is undeniable.

There was one moment - Salome was lingeringly unwrapping John the Baptist's head from its blood-soaked sheet - when the opera seemed sickening for the first time ever in my experience. Malfitano's Salome looks so much the petulant teenager that everything she does seems for real. She was also in good voice, though her soprano has little fat in the tone to spare, so the singing is always hard and forcefully projected.

The main newcomer to the production was Robert Hale's strong-voiced Jokanaan. Kenneth Riegel repeated his unhinged



Petulant and in good voice is Catherine Malfitano in the title role

Alexander Muir

Herod and Anja Silja her domineering Herodias, a blonde society hostess well past her sell-by date, absolutely fabulous in every sense of the term. Ruby Philogene was the new, sultry-voiced Page and Robert Garbille a slightly strained Narraboth. Among the rest Peter Brondor's First Jew, Andrew

Greenan's First Nazarene and Graeme Broadbent and Michael Dinitz as the soldiers come across strongly.

My only serious complaint about the performance is that the orchestra is too loud, hardly a word in the first half-hour could be heard. Like the production, Dohnányi's cool-headed

conducting shines a merciless spotlight on Strauss's score, revealing countless details with vigorous accuracy. I doubt the Royal Opera orchestra has ever played better and that alone is sufficient reason to see this high-quality evening.

Richard Fairman

## Theatre / Sarah Hemming

## Back to Fo's roots

In Britain we simply do not have an equivalent of Dario Fo, the charismatic writer and actor, whose combination of comic observation, skilled performance and radical politics have made him a household name in his native Italy. So it seems appropriate that in staging an English version of his *Mistero Buffo*, the solo show that has become his trademark, Oxford Stage Company uses a cast of six to represent his expansive and brilliant talent.

In a sense this staging of *The Comic Mysteries* (a co-production with Greenwich Theatre) recaptures the spirit of Fo's plays since it places it in the hands of a group of players who slip in and out of roles, play instruments and sing, as their medieval counterparts must have done. A filleted version of Fo's text, translated by Ed Emery, the play is mischievous and driven by lacerating wit. The production is strong and the performances engaging and dignified. But what you don't get and what you miss is the touch of comic genius that has left audiences to Fo's performance weeping with laughter.

The show is an immensely skilful reworking of the *Mysteries* that draws on popular and comic tradition to create a vehicle for powerful contemporary satire. Fo

builds on the role of the jongleur, or strolling performer, to both entertain and inflame. Several well-known episodes from the Bible are presented from an oblique angle. The effect is to fire a broadside at the pomp and circumstance that have grown up around the Church, while at the same time placing centre-stage the kind of people that Jesus sought to help. While never condescending to his own political views, he cleverly reminds us of the subversive and compassionate nature of his teaching.

Thus the most acutely satirical scene in the show is when Pope Boniface VIII struggles to clothe himself in a little humility when he encounters Christ, is followed a little later by a harrowing and sober version of the crucifixion. Here we watch as two crucifiers compete over who can get the nails into Christ's hands with the smallest number of blows in a scene that brings home with shocking simplicity the brutality of death on the cross. Elsewhere, the slaughter of the innocents is presented from the perspective of a woman driven so mad with grief at the loss of her baby that she wanders around cradling a lamb. She could be a victim of atrocity from anywhere, or any

time; the point made is that the sort of violence against which Jesus preached is still with us.

Where Fo would perform all this on his own, slipping from character to character and employing a made-up language, here the play is opened out and scattered around the six actors. Soldered together with the vigorous medieval songs that M5e Soteriou has collected, it makes a rousing piece of theatre. John Retallack's production uses Brechtian subtleties, stark lighting and striking blocking to increase the impact, and the cast work fluently and persuasively. David Brett is strong as the whey-faced little Jongleur, William Lawrence is funny as the posturing Pope, mining wittily with his hands to suggest a variety of absurd headgear, and April Clark plays Mary at the cross with a dry-eyed grief that is more powerful than any weeping or wailing. The production is strong on many counts but what it lacks is the ability to make you weep with laughter which has always been the most powerful weapon in Fo's armoury.

Greenwich Theatre to April 19 (Tel: 0181 858 7755), then on tour to Salisbury, Crewe, Huddersfield, Cheltenham, Bury St Edmunds and Oxford.

## Theatre / Ian Shuttleworth

## Honestly lacking purpose

One of the fallacies which dogs much of fringe theatre is that the phrase "trained in Paris with Jacques Lecoq" still functions as a guarantee of quality. In recent years, Lecoq alumni have grown so ubiquitous that it is almost more surprising to find a show which does not include a graduate.

Their ranks include all four performers and the director of Hoipolito's latest production *Honestly*, at the Young Vic Theatre, which makes for 70 agreeable, if hardly earth-shattering minutes.

It suffers from the problem common to many devised shows - having determined a subject and even settled upon a plot of sorts,

it remains devoid of purpose. *Honestly* is set in a bewildering apartment block which not only exhibits the usual symptoms of depersonalisation and lack of community, but seems threateningly labyrinthine in itself. As new tenant Paul (Shon Dale Jones) searches for his flat he encounters a couple playing sex games, a moral-crushing nutter and a lonely nerd, as well as a go-getting salesman, the menacing landlord and the grotesque concubine.

Although billed as "a manicured comedy" and peppered with comic business the general mood of the piece moves from a banal but worrying voyeurism reminiscent of Roman Polanski's *Repul-*

sion into unmistakable Kafka territory; there are even overtones of H.P. Lovecraft, as the very layout of the building seems to alter so as to prevent Paul from ever finding Apartment 173.

On a set consisting of a couple of rolls of carpet and three columns which function as doors, walls or stairwells according to need, Dale Jones wanders around in increasing frenzy while Stefanie Müller, Gaetan Schmid and Jason Turner play their ever more cracked multiple roles around him. The emotional and intellectual observations on such a lifestyle which underlie the work are little more than truisms, and the resultant show is adequate if thin.



## AMSTERDAM

**CONCERT**  
Concertgebouw Tel: 31-20-6718345  
● Netherlands Kamerkoor: with conductor Daniel Reuss and pianists Wyneke Jordans and Leo van Doeselaar perform works by Brahms; Apr 4

## BERLIN

**DANCE**  
Deutsche Oper Berlin Tel: 49-30-3438401  
● Ballet der Deutschen Oper Berlin: perform Oleg Vinogradov's (after Petipa) "Paquita" to music by Minkus, Kenneth MacMillan's "Concerto" to music by Shostakovich and John Cranko's "Onegin" to music by Tchaikovsky and Stoltz; Apr 5

## COLOGNE

**CONCERT**  
Kölner Philharmonie Tel: 49-221-2040820  
● Ursula Fiedler and Charles

Spencer: the soprano and pianist perform works by Schubert; Apr 6

## COPENHAGEN

**CONCERT**  
Det Kongelige Teater - The Royal Theatre Tel: 45-33 69 69 69  
● Royal Danish Chamber Orchestra: with conductor Josef Suk and violinist Lars Blomkvist perform works by Suk, Mozart, Beethoven and Dvorák; Apr 6

## LONDON

**AUCTION**  
Bonhams Tel: 44-171-3933900  
● Modern British Pictures: sale including a number of works by Sir Alfred Munnings, including "Stable Boy on a Horse at Newmarket" and "The Artist's Wife on a Grey". There are also works by Philip Wilson Steer, Laurence Stephen Lowry and William Hoggart; Apr 3

**CONCERT**  
Royal Festival Hall Tel: 44-171-9804242  
● BBC Philharmonic Orchestra: with conductor Yan Pascal Tortelero and the London Symphony Chorus perform works by Stravinsky; Apr 6  
● Olga Dudnik: the pianist performs works by Beethoven, Haydn, Liszt, Scriabin and Rachmaninov; Apr 6

**EXHIBITION**  
Royal Academy of Arts Tel: 44-171-4397438  
● Braque: The Late Works: the

first British exhibition to focus on the last 20 years of the career of Georges Braque, one of the founders of Cubism. On display are some 50 paintings covering all of the great cycles of work from his later years, including the "Interiors", "Billiard Tables", "Studies" and "Birds"; to Apr 6

## MADRID

**MUSIC PERFORMANCE**  
Fundación Juan March Tel: 34-1-4354240  
● Miguel Angel Colmenero: performance by the trumpet player accompanied by pianist Gabriel de Fátima Hernández. The programme includes works by Cherubini, Chopin, Beethoven, Mozart and Saint-Saëns; Apr 5

## MILAN

**THEATRE**  
Teatro Lirico Tel: 39-2-723 331  
● La Villaggio: by Goldoni. Directed by Massimo Castri, performed by the Teatro Stabile dell'Umbria and Teatro Metastasio di Prato. The cast includes Sonia Bergamasco, Milutin Depoevic, Pietro Fialla and others; from Apr 2 to Apr 10

## MUNICH

**CONCERT**  
Civiltät-Theater - Altes Residenztheater Tel: 49-89-236830  
● Parsifal by Wagner. Conducted by Peter Schneider and performed by the Bayerische

Staatsoper. Soloists include Marilyn Schmieg, Caroline Maria Petrig and Jennifer Trost; Apr 4

## NEW YORK

**CONCERT**  
Carnegie Hall Tel: 1-212-247-7800  
● Murray Perahia: the pianist performs works by Chopin and Handel; Apr 5

## PARIS

**CONCERT**  
Théâtre des Champs-Élysées Tel: 33-1 49 52 50 50  
● Frank Peter Zimmermann and Louis Lortie: the violinist and pianist perform works by Brahms, Weber and Schumann; Apr 6

## ROTTERDAM

**CONCERT**  
De Doelen Tel: 31-10-2171700  
● Rotterdam Philharmonisch Orkest: with conductor Kees Bakels perform works by Puccini and Leoncavallo; from Apr 5 to May 6

## STOCKHOLM

**CONCERT**  
Stockholms Konserthus Tel: 46-8-7860200  
● Vladimir Ashkenazy: the pianist performs works by Mozart and Chopin; Apr 6

## STRASBOURG

**MUSIC PERFORMANCE**  
Palais de la Musique et des Congrès Tel: 33-358 37 67 67  
● Wiener Symphoniker: with

Palazzo delle Esposizioni Tel: 39-8-4742216

● Gran Tour: for many centuries Italy has enjoyed a reputation as home of some of the finest art and architecture. In the 18th century especially it became the destination for artists and writers, royalty and nobility, all of whom travelled there to absorb the atmosphere of antique ruins and seek inspiration from Renaissance paintings. This exhibition examines their journey and shows paintings, sculpture, drawings and prints from a range of international collections. The survey includes works by Batoni, Canaletto, Piranesi, Reynolds and Zoffany; to Apr 7

## THESSALONIKI

**EXHIBITION**  
Thessaloniki Cultural Capital '97 Tel: 30-51-867860-6  
● Albin Brunovski: exhibition of work by the Bratislavan-born engraver, consisting of pieces from all stages of his career. The exhibition, the artist's first retrospective in Greece, takes place at the National Bank of Greece Cultural Centre; from Apr 4 to Apr 26

## WASHINGTON

**EXHIBITION**  
National Gallery of Art Tel: 1-202-7374215  
● Splendors of Imperial China: Treasures from the National Palace Museum, Taipei: display featuring some 100 paintings and calligraphic works, as well as more than 200 jades, bronzes, ceramics and other decorative arts. There are many Tang, Sung and Yuan masterpieces and examples of imperial ceramic ware from the Sung through to the Ch'ing periods; to Apr 6

## WASHER

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## COMMENT &amp; ANALYSIS



Ian Davidson

## A budding agenda

Three contentious issues are emerging for the summer summit in Amsterdam on the future of the EU

The UK government has long downplayed the significance of the intergovernmental conference (IGC) for reforming the European Union. It opposes all the reforms proposed by Germany and others for strengthening political integration. And it would like to put it about that the entire exercise can be written off as a non-event.

Superficially, events have seemed to confirm this judgment. The conference started in March 1996 and is not due to wind up until the Amsterdam summit in June - yet nothing much appears to have happened.

The negotiations scarcely ever get into the headlines. When they do, it seems to exhibit mainly those defects that give the EU such a bad name: incomprehensible complexity and interminable delay. The casual observer might think the intergovernmental conference is turning out to be like the negotiations for the Maastricht treaty, only more boring.

But the draft treaty, tabled last week by the Dutch government, which holds the EU presidency, suggests such a casual observer would be mistaken. The negotiations appear to be shaping up in quite a significant way, with the prospect of a substantial agenda, for the Amsterdam summit around three main issues.

First, the Dutch draft puts forward proposals for strengthening the development of a common foreign and security policy. In parallel, France and Germany have tabled a plan for moving by stages towards a European defence policy, by gradually merging the Western European Union defence grouping into the EU.

Second, there are proposals for moving towards more effective co-operation on justice and home affairs, especially by developing common European policies

on free movement of people, immigration and asylum.

Third, and politically the most significant, the Dutch draft contains a scheme for what is called "flexibility", which would allow a vanguard of more enthusiastic member states to integrate more closely and more rapidly than the others. This would be an important departure, since the Union has been based on the idea that all member states must adopt all policies together. If adopted, it would in theory open the door to a multi-tier Union.

But it was the somewhat unexpected Franco-German plan, for a progressive merger of the Western European Union and the EU, which last week attracted most attention. Just what such a merger would really achieve is a bit vague, but there is certainly powerful political symbolism in the idea.

At present, the only European defence co-ordination is through the Western European Union, which has effectively delegated policy to NATO. Thus no European country can be a full member of the WEU unless it is also a member of NATO.

A complete merger of the WEU and the EU would be the first step towards a European defence policy independent of NATO and the Americans.

In practice, I doubt whether Amsterdam will see any rapid progress towards common foreign or defence policies. A common foreign policy cannot be imposed through majority voting. And any commitment to a merger of the WEU with the EU will not be blocked by the four neutral member states (Austria, Finland, Ireland and Sweden), never mind the British.

By contrast, there seems much more political momentum behind the proposals for closer integration on justice and home affairs. At present these issues are handled on an intergovernmental basis - that is in say, individual member states can veto any change. This means co-operation moves at a snail's pace.

Spectacularly, the Dutch are proposing that co-operation on questions of asylum, immigration and freedom of travel between member states should become part of the core EU agenda - with a

commitment to adopt common or harmonised policies within a fixed time limit. Such policies would then also be subject to the arbitration of the European Court of Justice.

These proposals have the makings of a serious showdown between the UK and the rest. A large majority of member states is in favour of closer European integration in immigration, asylum and freedom of movement; but this is absolutely opposed by both the present British government and the opposition Labour party.

There seems likely to be a similar line-up over the third set of proposals in the Dutch draft treaty, for so-called "flexibility". The idea of a multi-tier Europe is open to serious objections. It looks like a recipe for disintegration, not integration; and it will be difficult for the EU's institutions to operate if groups of states are committed to different sets of policies.

But some version of "flexibility" has become essential, if only as a way of circumventing persistent UK opposition to all forms of closer European integration. And the idea has gained momentum as a way of handling the prospective difficulties of admitting to membership the much less advanced countries of eastern Europe.

At the Amsterdam summit, therefore, it seems increasingly likely that one of the big questions for the EU will be whether to move towards a system with the potential for multi-tier integration, and if so, on what terms and conditions. The UK's Conservative government is claiming the right to block any resort to flexibility to avoid being sidelined against its will. But if Labour wins the general election on May 1, it might find flexibility attractive, precisely because it would allow the UK to adopt its own pace in Europe.



## Global Climate Change

## Stop, look and listen before we leap

International efforts to deal with climate change are speeding toward actions that could wreak havoc on nations even as science and economics continue to signal caution.

While governments, industry and citizens are concerned about the buildup of greenhouse-gas emissions, primarily carbon dioxide (CO<sub>2</sub>), there is no consensus on what constitutes "dangerous levels" of emissions, nor is there agreement on when, where and how best to reduce their impact. Yet, an action plan with binding commitments on industrialised nations could take shape by year's end.

We are concerned that policy makers have not focused fully on the consequences of controlling CO<sub>2</sub> emissions. Economic assessments of several emission-control plans have concluded that most abatement programs will impose painful burdens not just on the developed economies, but also on many developing countries that are under no obligation to act. These economic penalties are especially harsh if the proposed action plan sets short timetables and unrealistic targets.

A study just issued by Charles River Associates (CRA), a Washington, D.C., economic consulting group, provides additional weight to the impact of emission controls in an age of global markets. The report shows how ill-timed or ill-considered abatement measures could stunt world economic growth, unsettle global trading patterns and set the stage for a new era of trade protectionism and conflict.

CRA analyzed two abatement scenarios - one a more modest stabilisation proposal, the other a more aggressive reduction plan. Both fall within the boundaries of proposals already

advanced by several nations. The authors utilised a carbon-ratting plan to achieve required reductions in CO<sub>2</sub> emissions. In practice, ratting would trigger a series of ripple effects, beginning with fuel switching in the industrialised countries and sharply rising energy prices for industry and consumers.

The impact on the industrial world, says CRA, is likely to be twofold: lower fossil fuel imports as nations switch to more expensive energy sources and revamp their industrial infrastructures, and shrinking foreign trade as the cost of carbon abatement makes their goods more expensive in world markets. For countries whose industries and transportation are energy-intensive (Canada and the U.S. and to a lesser extent Italy and Japan, for example) the cost will be acute - with potential drops in the gross domestic product of up to 4.5 per cent.

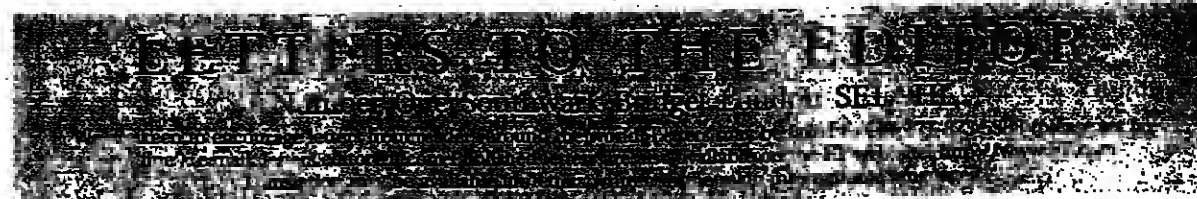
As industrialised nations curb their demand for fossil fuels, energy prices will decline, hurting energy exporters in the Middle East, Africa and Latin America. The decline in demand, in effect, punishes energy exporters almost as much as industrialised nations. And finally, many developing nations would be harmed by carbon abatement plans. With developing countries now exporting 60 to 75 per cent of their products to the industrialised world, those markets will shrivel as economic growth stalls in the developed world and the cost of their imports rises. In most cases, these negative effects will more than offset the benefits of lower-priced energy.

In the face of compelling conclusions like these, we urge international negotiators not to make 1997 a year of hasty decisions. The entire world's prosperity depends on a course of wise, sustainable action.

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## Government exacerbates dividend problem

From Mr John H. Mulvey

Sir, Tony Jackson revisits "The dividend dilemma", March 29/30 the vexed question of short-termism in the UK economy. All sides deny responsibility for it, some even that it exists. But Jackson's comparison of the UK with the US, where investment as a proportion of earnings in the non-financial sector is higher and yields are lower, is convincing evidence. As he says, "high pay-outs and low investment are symptoms of malaise" and "are unsustainable in the long run".

When he offers as explanation that British managers

don't invest because they "have run out of ideas" and "think their shareholders can find better investment opportunities elsewhere, is he really saying they are incompetent? In a time of rapid scientific and technological developments, the potential for improved products and the creation of new markets has never been greater.

The overseas-based companies that have taken control of large slices of UK manufacturing industry - and are now among the nation's leading employers - have not run out of ideas, nor are they unable to make the

investment needed for their development. But they all have governments (and this includes the US), ready in various ways to bear a greater share of the risks inherent in the costly, long-term investment in innovation and development between concept and successful product - bridging the "development gap".

Uniquely among leading countries, Britain has a government which has cut support for research and development dramatically in real terms over the past decade, and offers no significant fiscal incentives for increased investment. The Department

of Trade and Industry has almost ended support for civil industrial R&D, now £700m per annum less. Jackson says, "The dividend issue will not go away". Unfortunately there is every likelihood it will: when there are no British-run companies left to pay high dividends and most of the revenue from their profits accrues to other, less short-termist, governments.

John H. Mulvey, executive secretary, The Save British Science Society, PO Box 241, Oxford OX1 3QQ, UK

## Too much of a rush for gold

From Mr Charles Kernot

Sir, Sitting in Jakarta I am shocked and amazed by the bowls of anguish that appear to be coming from other mining analysts about recent developments at Bauxang. To put it into perspective, drilling at Papua New Guinea's Lihir project took much longer than two years in delineate its gold resources. Indeed, while discovered in 1984, the mine is only now on the

verge of production. And although gold was first found in South Africa's Witwatersrand in the 1880s, it was not until the much later discovery of the West Whist line that the full potential of the region became clear.

As a consequence I am saddened that so many of my colleagues appear to have been taken in by these events - especially because I was aware of others

comments questioning the validity of Bre-X's drilling methodology.

Perhaps this is a further example of why Canada, despite claims to the contrary, is unlikely ever to replace London as the centre of mining finance expertise.

Charles Kernot, mining analyst, Banque Paribas (London), c/o Holiday Inn, Jakarta, Indonesia

## Tigers squabble in an unseemly catfight

From Ms Teresa Wyszomierski

Sir, In the interest of ending the squabbling between Malaysia and Singapore over Lee Kuan Yew's disparaging remarks about John ("Malaysia links with Singapore at 30-year low", March 27), I suggest that prime ministers Mahathir and Goh ask themselves the following question: How much longer do they realistically expect the US to remain the sole guarantor of Asia's balance of power?

Surely Malaysia and Singapore have a much greater stake in Asian stability than the US. Yet they make no credible effort to formulate a co-ordinated regional response in possible Chinese

aggression, preferring instead to stage the international equivalent of a catfight.

Is this any way for Tigers to behave?

Teresa Wyszomierski, 61-37 56th Avenue, Maspeth, New York 11378, US

## Shell should back cleaner fuels move

From Mr Mats Lönnerth

Sir, The article by Stefan Wagstyl and Robert Corzine about Shell and the environment was most welcome ("Rights and wrongs", March 18), even if, as Tony Juniper of the Friends of the Earth subsequently noted (Letters, March 22/23), the jury is still out.

Let me mention an issue which would help the jury: Shell's future position on the auto-oil directive of the European Union. A recent study commissioned from Arthur D. Little by the Finnish and Swedish governments shows that a 30 and 50 ppm sulphur level in gaso-

line and diesel fuel respectively, rather than the proposed seven times as large levels, would lead to much reduced emissions of nitrogen and sulphur oxides as well as hydrocarbons and particulates.

Cleaner fuels also open up the possibility of introducing an up to 35 per cent more fuel efficient gasoline engine.

All in all, cleaner fuels would also be of help in addressing the extremely bad air quality in many European cities (see the Financial Times article, "Paris turns towards sunny for fresh air", March 24), as

has been well demonstrated in Swedish cities.

Shell, as well as the other leading oil companies, would do the environment, the human health as well as itself a not insignificant service by breaking ranks with the European oil industry and join the European parliament in a forceful backing of the Finnish and Swedish proposal. As they say, the proof of the pudding is in the eating.

Mats Lönnerth, state secretary, Ministry of Environment, S-105 33 Stockholm, Sweden

## This is the age of the tilting train, says Charles Batchelor

## New angle on high-speed transport

Speaking to train enthusiasts about the journeys they would most like to make, and chances are they will mention one of the high-speed trains running on specially-built lines such as France's *trains à grande vitesse* (TGV).

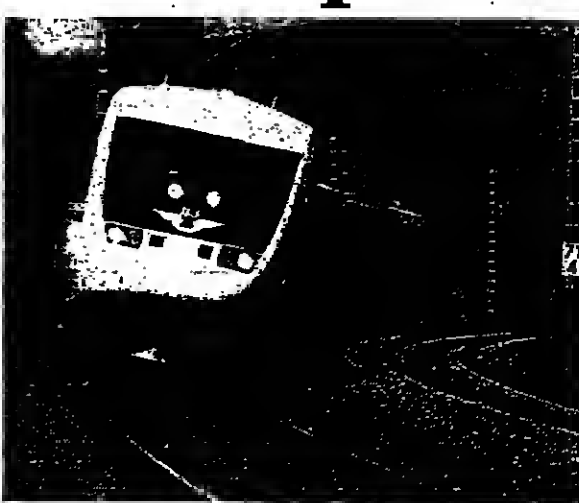
Future trains streaking at 300kph down arrow-straight level tracks have given a new glamour to rail travel and brought cities in Europe closer together.

But a new generation of tilting trains in Europe and Japan has focused attention on a form of high-speed travel that may be much more suitable for countries where cities are closer and very high running speeds can be achieved only for short distances.

Tilting trains running on conventional track offer the prospect of much shorter journey times on large stretches of the world's railways - without the cost and difficulties of constructing new lines or realigning old ones.

"We used to regard tilting technology as rather exotic in the 1980s," says Mr Wolfgang Martinsson, president of Siemens Transportation Systems. "Now we regard it as the most important upcoming market segment."

Adtranz, the Swedish-Swiss-German rolling stock manufacturer, calculates that Swedish Railways has spent just \$500,000 upgrading a kilometre of track for tilting services. Each kilometre of new dedicated high-speed line cost SNCF, the French state-owned railway company, \$10m.



Rolling along: the Adtranz X2000 tilting high-speed train

"Tilting has been both a technical and a commercial success," says Mr Thomas Holmquist, export manager Europe for Adtranz, which makes the trains.

Tilting trains offer higher speeds and shorter journey times because the carriages lean into curves. A degree of tilt is normally built into rail track at curves, but additional tilt is needed if the passengers are not to be pushed to the outside of the curve by the centrifugal force. But too much tilt can induce sickness since the passengers' eyes register the curve but their stomachs are fooled into thinking they are sitting upright.

This was the mistake British Rail, the recently privatised UK train operator, made with its Advanced Passenger Train 16 years ago.

its first attempt to master tilting technology kept breaking down and passengers complained of feeling queasy. The train was withdrawn after just three days of scheduled services.

Designers now aim to compensate for only 60 per cent to 70 per cent of the sideways pressure to avoid nausea. And once passengers are comfortable, tilting allows trains to increase speeds by up to 40 per cent. Because the train is not constantly braking and accelerating, there are savings on energy consumption and brake components.

The Italians have been the most successful in building tilting trains and Fiat Ferroviaria, the rail equipment arm of the carmaker, is now making the third generation of its Pendolino. Italian Rail-

ways use them extensively while Fiat has also sold its trains or supplied Pendolino technology to Spain, Germany, Switzerland, Finland and the Czech Republic.

The Fiat system is employed in 1,140 carriages or nearly 60 per cent of the 1,590 tilting carriages in use or on order in Europe and North America, followed by Adtranz with more than 830 and Bombardier with 260, according to Railway Gazette magazine.

Many rolling stock manufacturers and rail managers now believe tilt will make a much greater contribution to improving rail travel over the next two decades.

Amtrak, the publicly-funded US passenger rail operator, also plans to start tilting train services on the north-east corridor between Boston and Washington, cutting journey times from eight to five hours. And even the French are considering tilting trains as the financial returns from new high speed lines have fallen.

In the UK, the privatisation of BR has raised the likelihood of a second attempt in run tilting trains, on the west coast mainline which links London, Manchester, Birmingham and Glasgow.

Mr Richard Branson's Virgin Rail, which has a 15-year franchise to operate trains on the line, plans to replace most of the line's existing trains with a leased fleet of 40 tilting trains. At 200kph, these would cut more than an hour off the 5½ hour journey between London and Glasgow.

According to Mr Chris Adams, engineering development manager at Angel Train Contracts, the rolling stock leasing company, "Tilting can now be regarded as a mature technology whose risks are reasonably well understood and acceptably low."







## Nike's trainers grace fittest tigers in Asia

By Tony Tassell in Bombay

The Big Mac has long been used for rough and ready comparisons of the cost of living in different countries; now the Nike trainer has been adopted as a gauge of economic performance for developing countries in Asia.

While Nike's "swoosh" logo is unlikely to replace technical plottings of economic growth charts, the level of its trainer production can provide a "big picture" indicator of Asia's development, according to Robert Fleming, the broker.

"Where Nike produces, economies roar," it says in a study. "So far every country that Nike has produced sneakers in has seen high, long-term economic growth."

Although the world's biggest sports shoe company has its headquarters in the US, it outsources most production to sub-contractors in Asia.

It started production in Japan in early 1972, then switched to Korea and Taiwan in 1975 and from 1987 began to expand rapidly in Thailand, China and Indonesia.

The broker said Nike's choice of locations was an indicator of countries' development, as it was made not just on labour costs but also

### The sneakers guide to fitness



on criteria such as political stability, staff quality, infrastructure, government "openness", duties and quotas.

India is lagging behind in the Nike race. The company is still only testing the quality of workmanship there and has not yet made a decision about large-scale production.

"This is evidence that labour costs alone are insufficient to cause Nike to move into a country. It also indicates that India still falls short in one or more of its criteria," the broker said.

While rising production of Nike trainers in a country may indicate growth prospects, a fall could signify a

maturing of its economy. Thailand's falling share of Nike production, for example, indicated its economy was ready to move from making trainers to semiconductors.

Using the sneaker guide, the economic future of China and Indonesia appears bright - each has a 30 per cent share of Nike's total production.

Vietnam is set to lift its share of output from just 2 per cent in 1996 to 10 per cent in this year. "This rapid increase is a proof Vietnam meets Nike's criteria for a successful production base. Vietnam's economic future, at least by the Nike indicator, is quite bright," Fleming said.

## Argument flares over choice of European space chief

By Michael Skipper in London

The French government and European aerospace executives are arguing over the future leadership of ArianeSpace, the world's biggest commercial satellite-launching organisation.

The battle began on Thursday when Mr Francis Avanzi, who was due to take over as chairman of ArianeSpace in July, was summoned by Mr François Fillon, France's space minister, and told he was no longer the man for the job.

The government is said to regard his management style as too confrontational and too "Anglo-Saxon". Instead, it is proposing that Mr Jean-Marie Luron, director-general of the European Space Agency, become chairman when Mr Charles Bigot retires.

The government's move is strongly opposed by European space executives. They say Mr Avanzi has demonstrated his managerial skills since becoming chief operating officer of ArianeSpace last year.

The appointment of the new chairman will be discussed at ArianeSpace's administrative board meeting on April 17. The government is in a position to impose its choice of chairman because it owns large ArianeSpace shareholders such as the Centre National d'Etudes Spatiales and Aerospatiale.

Mr Avanzi, who is French, was previously head of CFM, the joint venture between General Electric of the US and Snecma of France.

The argument comes at a difficult time for ArianeSpace, a French-based 53-company consortium, which has more than 50 per cent of the world's commercial satellite-launching market. It is facing increasing competition, not only from US rivals such as Boeing and Lockheed Martin but also from Russia, China and Japan.

ArianeSpace is preparing for a fresh launch of its new Ariane 5 rocket. The first launch failed last year when the rocket crashed as a result of a computer software failure.

One executive described Mr Luron as "a negotiator, a man of compromise rather than a man of action". The French government is believed to be arguing that Mr Luron's strong links with ArianeSpace's public sector shareholders mean he is better placed to persuade them to adopt a more commercial approach.

French companies own 55.5 per cent of ArianeSpace. German companies, including Daimler-Benz Aerospace, account for 18.6 per cent and Italian groups 8.1 per cent. Belgian companies own 4 per cent and UK organisations 3 per cent.

### THE LEX COLUMN

## Market meanderings

The current wobbles in the US stock market are not surprising: a combination of rising interest rates and falling earnings growth is hardly good news for equities. It looks increasingly likely that last week's 25 basis point interest rate increase is only the first of several, as the US Federal Reserve tries to rein in inflationary pressures. At the same time, rising labour costs and the impact of a stronger dollar on overseas profits are taking the shine off the corporate sector. Earnings growth is expected to slow from a reported 14 per cent in 1996 to single digits this year and as little as 4 per cent in 1998.

Even so, this is hardly the stuff of nightmares. Nobody suggests US growth is coming to a sudden halt. The likelihood is therefore a gentle tightening by the Fed, in sharp contrast to its shock move in February 1994. And share prices have already reacted. The US market has fallen 7 per cent since its early March peak, while the UK, France and Germany are down 4-6 per cent.

Europe's more subdued reaction looks right. Apart from the UK, European interest rates are unlikely to rise much, if at all, during 1997. And earnings are still being upgraded as economic recovery, more competitive currencies and restructuring benefits make themselves felt. Until the Fed completes its process of monetary tightening - which could take until the end of the summer - equities will remain volatile. But the outlook thereafter is much brighter.

FTSE Eurotrack 200:  
2152.6 (+48.0)



and customs duties and measures to legalise share buy-backs. As such it should speed up much-needed deregulation, make equities more attractive and - ironically - help government revenues as lower tax rates persuade more companies and individuals to start paying taxes.

Longer term, India's rapid growth and well-controlled inflation make it an attractive investment. And even after dropping sharply in response to this latest crisis, the stock market is up 5 per cent this year. But until the government manages to pass the budget and underline its commitment to reform, caution looks in order.

### Mutual life insurers

Is Britain on the point of another demutualisation wave? With Scottish Amicable gobbled up and Australian Mutual Provident apparently hot on the trail of another life insurer, many are tempted to think so. And having seen how much Prudential Corporation is paying for ScotAm, policyholders elsewhere are understandably licking their lips at the prospect.

They should not get their hopes up too high. The fact that the ScotAm auction boiled down to just three serious bidders suggests the number of predators for these businesses is limited. Moreover, ScotAm's lavish price tag makes sense only because the mutual is being taken over, providing fat cost savings and allowing the ScotAm life fund to be closed and capital handed back to policyholders. A straightforward flotation wave, like that of the building societies, would deliver much more modest benefits for policyholders.

Nevertheless, even a few aggressive takeovers could usefully invigorate the remaining mutuals - just as flotations have done for building societies. Faced with some bigish payouts from their peers, demutualised mutuals would be subjected to greater pressure to justify their fondness for the status quo. And just as mutual building societies have fought back by promising better rates to their borrowers and depositors, why could mutual-life insurers not respond by offering better bonuses? Policyholders are less likely to be dazzled by upfront goodies, after all, if they have a respectable alternative.

Additional Lex note on Hammerson/MEPC, Page 28

## Banks design new way of measuring credit exposure

By George Graham, Banking Correspondent

A group of international banks will today launch a new computer model for measuring their credit risk. They believe it could one day reduce the cushion of capital that regulators require them to hold.

The method, developed by J.P. Morgan, the US investment bank, will allow a bank to quantify the maximum likely loss it could make on its loan portfolio, pulling together different types of risk such as consumer loans and corporate bonds into a single number.

The computer model, dubbed CreditMetrics, has been backed by Bank of America, BZW, Deutsche Morgan Grenfell, Swiss Bank Corporation and Union Bank of Switzerland, as well as by KfW Corporation, a San Francisco consultancy which is one of the leaders in credit valuation techniques. If

bank regulators accept that the model works, it could eventually replace the standard capital adequacy formula laid down in 1988 by the Bank for International Settlements in Basel, which basically requires banks to hold a capital cushion amounting to 8 per cent of their assets.

"I believe the issue is on the radar screen already," said Mr Stephen Thiele, head of corporate risk management at Morgan and a former regulator at the Federal Reserve.

The Basel formula does give crude weightings to credits with different risk levels. Mortgages, for example, are regarded as half as risky as an ordinary loan.

But the old formula treats a blue chip company and an unemployed person with an overdraft in exactly the same way, and makes no distinction between a well-diversified portfolio and one where all the

risks are concentrated in a particular country or sector.

CreditMetrics not only allows a wider spectrum of credit quality, but also calculates the likelihood that different types of loan will turn sour at the same time. It therefore produces a lower capital requirement for a well-diversified portfolio.

In addition, the model establishes a common benchmark for credit risk measurement. That could make it easier to agree on pricing new instruments such as credit derivatives.

"What this does is set a common standard so people can begin to measure their portfolio concentration, credit risk and use of economic capital," said Mr Andrew Bruce, head of risk at BZW.

Senior regulators, however, say they are still a long way from accepting the reliability of the model for credit risk.

## US to block EU meat after talks fail

Continued from Page 1

poor standards of its poultry plants. The Commission says the US practice of "decontaminating" meat at the end of its production chain is "an invitation to relax strict hygiene".

Mr Nick Giordano, of the US's National Pork Producers, said: "It is clear that the EU doesn't want to do this for political and other reasons which have nothing to do with sound science."

The administration is under

pressure from Congress to act. Thirteen US farm state senators this week wrote to Ms Charlene Barshefsky, US trade representative, urging her to "stand firm" against "the continued recalcitrance of the EU".

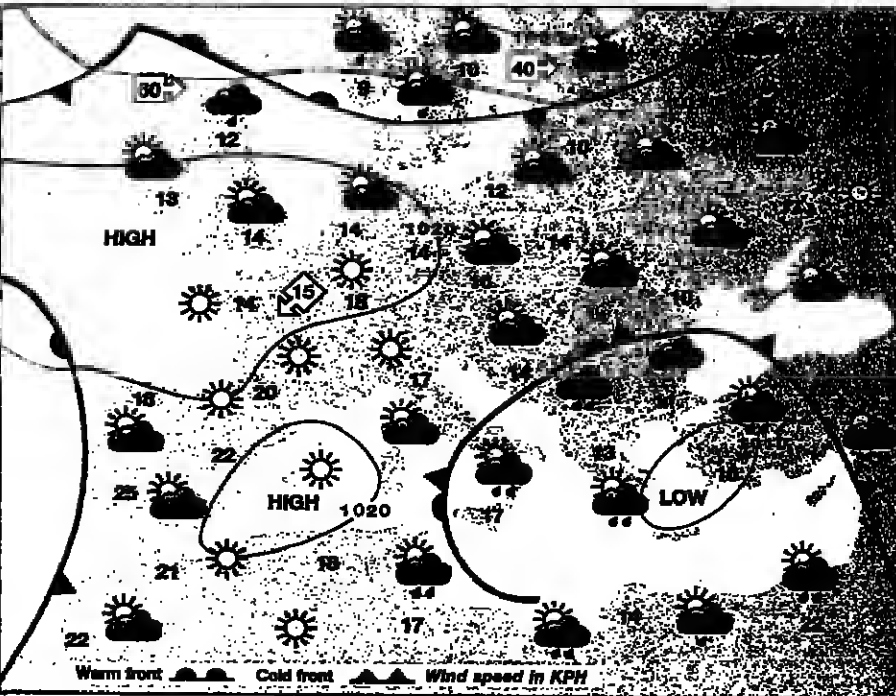
### FT WEATHER GUIDE

#### Europe today

High pressure will promote ample sunshine in most of western and south-western Europe. The Iberian peninsula and France will be sunny throughout the day. Low pressure will influence northern parts of the British Isles. Cloud and rain will prevail in Scotland and Ireland and most of England will be cloudy. A mixture of cloud and sunshine will cover the Benelux, Germany and the eastern Alps. Rain and snow will occur in western Scandinavia but southern areas will be dry but cloudy. South-eastern Europe will continue unsettled. Greece, southern Italy and western Turkey will have showers.

#### Five-day forecast

Most of France and Iberia will remain fine during the next couple of days. Southern Spain will turn unsettled during the weekend. Unsettled and cold conditions will gradually spread south toward the Alps where fresh snow is likely in the north above 1,000 metres on Friday.



Situation at 12 GMT. Temperatures maximum for day. Forecasts by Meteo Consult of the Netherlands

#### TODAY'S TEMPERATURES

Maximum	Beijing	showers 18	Caracas	fair 30	Fero	fair 21	Madrid	sun 22	Rangoon	sun 37
Celcius	Selast	cloudy 12	Jeddah	cloudy 12	Frankfurt	sun 17	Manila	sun 18	Reykjavik	sun 10
Abu Dhabi	sun 24	Belgrade	rain 13	Ciudad Juarez	sun 19	Gibraltar	sun 19	Rome	cloudy 28	
Accra	thund 31	Berlin	cloudy 13	Chengdu	fair 21	Glasgow	sun 16	S. Paolo	sun 18	
Algiers	sun 18	Bombay	cloudy 20	Cologne	sun 16	Hamburg	sun 16	Seoul	rain 20	
Amsterdam	fair 13	Bogota	cloudy 20	Dakar	fair 23	Helsinki	cloudy 13	Singapore	showers 33	
Athens	showers 14	Bombay	sun 33	Dallas	thund 28	Hong Kong	sun 28	Stockholm	sun 11	
Atlanta	sun 22	Brussels	sun 15	Doha	sun 25	Honolulu	sun 25	Strasbourg	sun 18	
B. Aires	sun 32	Bucharest	sun 18	Dubai	sun 25	Isarba	sun 25	Sydney	sun 24	
B. Nam	cloudy 13	Chengdu	cloudy 10	Dublin	cloudy 13	Jakarta	showers 12	Taipei	sun 21	
Bangkok	fair 37	Cairo	fair 22	Dzheny	showers 12	Kuala Lumpur	sun 14	Taipei	sun 21	
Barcelona	fair 18	Cape Town	fair 22	Edinburgh	cloudy 13	Kuwait	sun 25	Taipei	sun 21	
						L. Angeles	sun 18	Taipei	sun 21	
						Las Palmas	sun 18	Taipei	sun 21	
						Lisbon	sun 18	Taipei	sun 21	
						London	sun 18	Taipei	sun 21	
						Lucembourg	sun 18	Taipei	sun 21	
						Lyon	sun 18	Taipei	sun 21	
						Moscow	sun 18	Taipei	sun 21	
						Munich	sun 18	Taipei	sun 21	
						Nairobi	sun 18	Taipei	sun 21	
						Nassau	sun 18	Taipei	sun 21	
						Nice	sun 18	Taipei	sun 21	
						Osaka	sun 18	Taipei	sun 21	
						Owlo	sun 18	Taipei	sun 21	
						Paris	sun 18	Taipei	sun 21	
						Perth	sun 18	Taipei	sun 21	
						Portland	sun 18	Taipei	sun 21	
						Rangoon	sun 18	Taipei	sun 21	
						San Francisco	sun 18	Taipei	sun 21	
						Seattle	sun 18	Taipei	sun 21	
						Shanghai	sun 18	Taipei	sun 21	
						Singapore	sun 18	Taipei	sun 21	
						Sydney	sun 18	Taipei	sun 21	
						Taipei	sun 18	Taipei	sun 21	
						Tokyo	sun 18	Taipei	sun 21	
						Toronto	sun 18	Taipei	sun 21	
						Vancouver	sun 18	Taipei	sun 21	
						Venice	sun 18	Taipei	sun 21	
						Winnipeg	sun 18	Taipei	sun 21	
						Zurich	sun 18	Taipei	sun 21	

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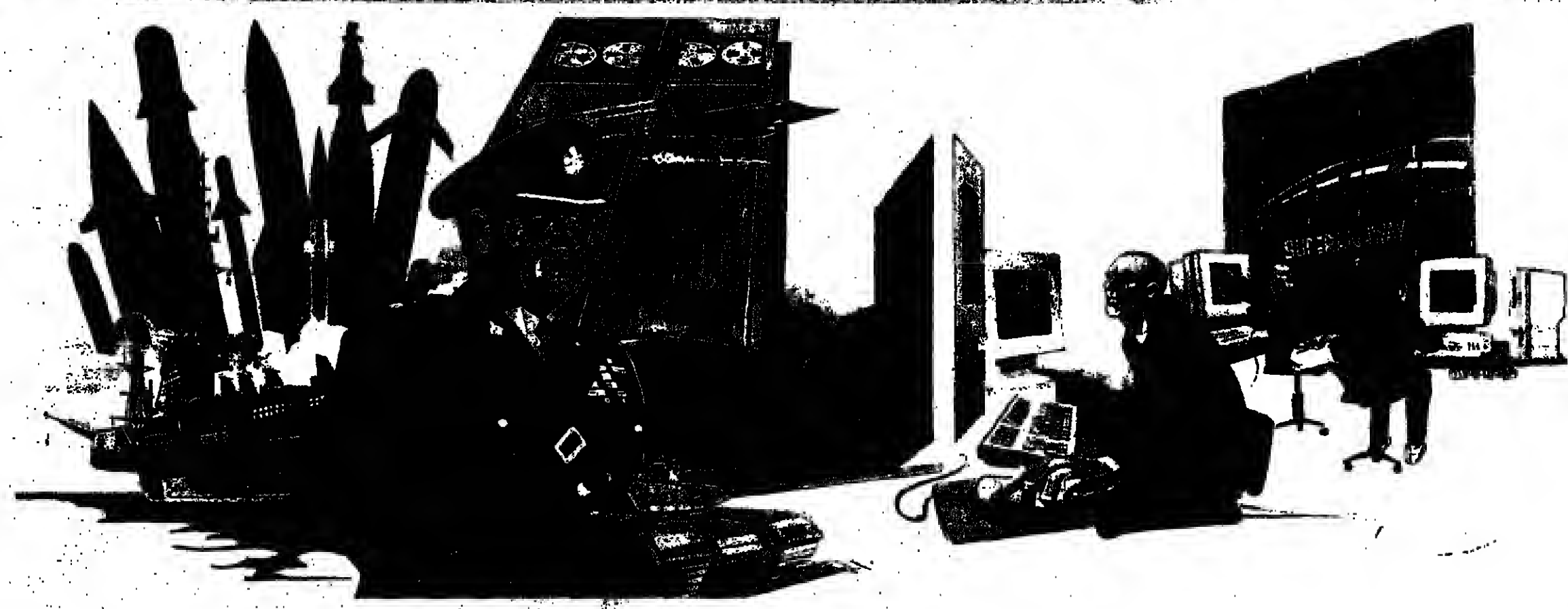
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# Information Technology



## From swords to ploughshares

Many advances in information and communications technology were triggered by costly defence research projects. But now, as governments around the world make big military cutbacks, high technology companies are seeking new commercial markets, reports Geoffrey Nairn

Deep in the heart of Texas a decommissioned missile base is up for sale. The real estate company handling the property believes it would make a good computer centre or missile room farm, but commercial interest has so far been poor and the company recently slashed the price of this 'Cold War relic' to \$650,000.

Military conversion is easier said than done, as the above example shows. But with governments around the world cutting defence budgets, many high-tech companies are reducing military work to seek out commercial uses for their skills and technologies.

"The growth we get from defence is not bad, but it's not as good as the rest of our business," says Pierre Yves Simonot, marketing director at Anglo-French IT services group, Sema.

Defence revenue has dropped from 24 per cent of Sema's turnover in 1995 to 20 per cent last year. The deepest defence cuts have been made in high-tech projects, many of which were dreamed up before the collapse of the Warsaw Pact. Critics say battlefield digitisation technologies (see report, page three) are largely irrelevant to the crude warfare practised in Bosnia, Rwanda or Somalia or to peacekeeping missions.

"I am not sure if the projects of the 1980s are still appropriate," says Mr Simonot. "Military operations today are rarely war operations." Only the Gulf War has so far given the defence industry a chance to test its high-tech weaponry in earnest. But the Pentagon is having to scale back investments in such technologies to satisfy more pressing demands on its coffers - such as the \$2bn budget overshoot for

stationing US troops in Bosnia. In Europe, the old threat from the East has vanished and with it the justification for many defence projects. France and Germany, for example, have scrapped plans to include an advanced information system in the Tiger attack helicopter they are jointly developing.

Other projects have been killed by governments disillusioned with the cost overruns and delays that seem to plague military IT systems. In February, the UK Ministry of Defence cancelled an electronic warfare system that was five years late.

The end of the Cold War has had a tremendous impact on the defence industry, triggering layoffs and mergers on both sides of the Atlantic. More than 28,000 defence workers have lost their jobs in the San Diego area of California, for example.

The trend is far from over. In February, the US aerospace company Northrop Grumman became the latest in a long list of defence contractors to slim down: it will close four plants and shed 750 jobs. Texas Instruments and Hughes Electronics are pulling out of defence electronics and selling their interests to Raytheon. Lockheed Martin has proposed to buy the defence arm of Loral.

When it comes to besting swords into ploughshares, the

US-based Rockwell International, famous for the B1 bomber, experimental aircraft and rockets, has now made a remarkable shift from defence to commercial markets - see report, page two.

In Europe, consolidation is also happening. France seeks a buyer for the state-owned defence electronics firm Thomson CSF; Germany's Siemens is looking to withdraw from defence electronics; Italy's state-owned Finmeccanica wants to combine its defence activities with the UK's GEC-Marconi.

To cushion the impact of declining defence sales, many IT companies are seeking new commercial markets. The US government has earmarked \$500m to encourage this trend. But the change is not easy for companies that have grown fat on generously-priced defence work. In the commercial sector, margins are slimmer; projects shorter and competition greater.

US suppliers are particularly keen to learn from Israel's IT industry's successes in finding civilian uses for military technologies. The two countries have set up a task force to further promote Israel's dual-use technologies and find US partners - see report, page four.

In the US, major defence contractors are coming to us and saying 'help us out,' says Len Zuga, a senior analyst with Frost

& Sullivan who spent 12 years working in defence.

The research group has identified 44 high-tech sectors where military expertise could find a market niche, ranging from industrial electronics and test equipment to satellite communications. Some companies have found their own niche. Spanish warship builder Bazan has converted its anti-missile technology into a system for monitoring forest fires. The system uses infra-red cameras to locate fires and has been installed in several Spanish forests.

One of the largest IT companies in the defence sector is US services giant Computer Sciences Corporation (CSC). It decided to reduce defence and government work several years ago, and federal revenues have thus dropped from 57 per cent in 1992 to 37 per cent last year.

Other IT companies have been less successful at coping with a drop in defence orders. Since 1994, three supercomputer suppliers have filed for Chapter 11 protection, victims of defence cuts - military applications were once a big market for supercomputers - and advances in commodity processor technology that have made specialised number-crunching hardware obsolete.

One of the other companies,

Thinking Machines, re-emerged in 1995 but it has learnt its lesson. It now sells software for data mining rather than exotic hardware and focuses on commercial markets, such as risk management and fraud detection, rather than defence.

The most difficult conversion process faces former Eastern Bloc countries, whose defence suppliers were once an industrial elite but now struggle to buy raw materials and pay salaries. Nato believes the successful conversion of the defence sectors of these countries is crucial to their economic reform. The European Union, US and Japan have spent \$655m (equal to \$74.7m or \$46.8m) during the past two years on 200 projects to help 11,000 Russian military researchers switch to civil activities.

"In the former Soviet Union there is an enormous reserve of scientific and technical knowledge but no-one knows how to transform it into commercial products," says Boris Trifun, an expert on defence conversion at the Polytechnic University of Madrid.

Stina Coman is an example of successful defence conversion in the former Soviet Union. This Russian computer company was founded in 1992 by engineers from the aviation industry centred around Zhukovskiy, near Moscow. The end of the Cold War

brought dramatic changes - "we once had access to the best people and technologies, but by 1992 the government could no longer pay decent salaries," says Timur Iseev, head of marketing at Stina Coman.

Stina Coman was founded to produce a cheap PC, the Amata, assembled from components imported from Germany. The Amata is still made, but 70 per cent of this company's \$50m turnover now comes from higher-margin network integration work. It has agreements with Cisco and Northern Telecom.

Many IT companies insist there are still opportunities to be had in defence. But the emphasis today is on services such as outsourcing and software to improve logistics and accounting rather than the Star Wars technologies of the 1980s.

"Our focus is the second line not the front line," says John Parker, sales manager of Norsk Data ServiceTeam, which provides IT services to the UK's MoD. It supports the computer systems that run the British Army's worldwide logistics infrastructure, for example.

Anthony Cole, defence director of UK systems house Logica, says the MoD has learnt from the commercial sector and is looking to IT to automate functions such as payroll and accounting that traditionally were labour intensive.

"Historically, the MoD was very 'wealthy' in manpower, but with the defence personnel cuts there is now pressure to get more out of IT," he says. Defence comprises 9 per cent of Logica's turnover.

One of the biggest changes to take root in defence has been the discovery that cheap commercial off-the-shelf technologies ('Cots') can be as good as military-specification products - "Cots has really taken hold and cost-savings in excess of 50 per cent have been made by the [US] Department of Defense," says Mr Zuga of Frost & Sullivan.

Sema demonstrated the value of Cots to the French army by convincing it to change the specifications for an IT system so that Sema could tender an off-the-shelf logistics software package, rather than write software from scratch - "If you start from the beginning with the view that you can use Cots, you can save a lot of money," says Mr Simonot, who estimates the revised specifications saved the French army at least 10 per cent.

### ON OTHER PAGES

● Electronics and economic warfare: winning a battle without firing a shot page 2

● Battlefield digitisation: IT systems clear away the fog of war page 3

● Why US companies are keen to learn from Israel's defence contractors page 4

● Leaving nothing to chance: military experts examine the impact of the year 2000 computer date change problem, the so-called 'millennium bomb' page 4

Partnership<sup>3</sup>



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CYBER TERRORISM By Paul Taylor

# West faces prospect of hacker warfare

How even ordinary personal computers could be used to disrupt economies and bring nations to their knees

Future wars may be waged not with missiles, tanks and land mines, but by using computer keyboards, virus programmes and 'logic bombs'. Nevertheless, if the 'information war' experts are to be believed, the results could be just as devastating.

Over the past decade, information warfare has stepped right out of the pages of a sci-fi novel to become both a potent new weapon in military arsenals, and conversely a frightening new threat to be countered. In the US and elsewhere in the developed world, military minds are facing up to the prospect of having to wage cyber warfare against perhaps an unseen enemy.

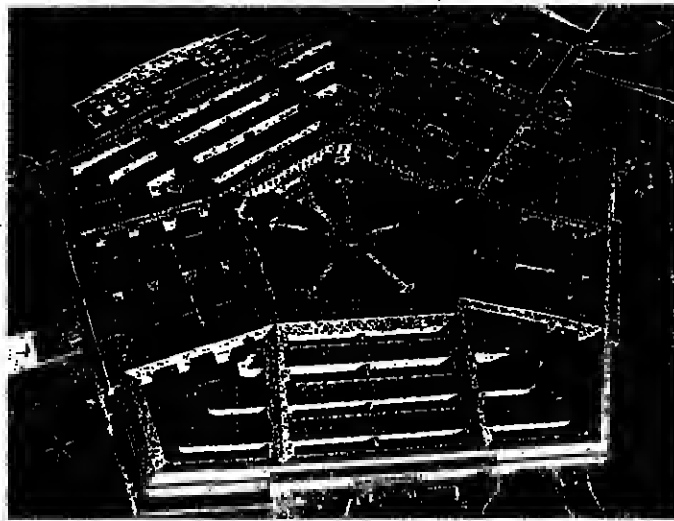
Almost 30 years after the US Defense Department created the Internet as a communications system invulnerable even to a nuclear attack, the global web of computer networks is itself now viewed as a national security risk by the Pentagon and other military security chiefs.

The increasing dependency of government agencies and commercial businesses on networks

of computers that support critical functions such as banking, communications, air traffic control and law enforcement, together with the rapid growth of international access to the Internet, has created new and substantial vulnerabilities.

"We are rapidly getting to the point where we could conduct warfare by dumping the economic affairs of a nation (via computer networks)," said US Senator John Glenn in response to testimony before a hearing on cyber security last summer. But the potential to wage cyber war is a two-edged sword which can be used by and against a nation.

Until relatively recently, the concept of 'information warfare' or 'cyber wars' had been largely dismissed as alarmist rhetoric pumped out by those with an interest in maintaining the West's vast intelligence apparatus. But the potential use of computer networks to undermine public confidence, disrupt essential services, play havoc with the economy or damage military capabilities, is now being taken seriously in Washington and



The Pentagon: target for at least 250,000 computer 'attacks' a year

elsewhere. According to the US National Security Agency, potential adversaries of the US in 120 countries are gathering data via the Internet about US Defense Department computer networks and developing methods of launching untraceable attacks to disable or compromise them.

Data from a report last year by the US General Accounting Office, the investigative agency

of the US Congress, suggested that Pentagon computers are a frequent target of hackers. "Hackers have stolen and destroyed sensitive data and software. They have installed 'back doors' into computer systems which allow them to surreptitiously regain entry... they have crashed entire systems and networks," said Jack Brock, a GAO director.

At a minimum, these attacks are a multi-million-dollar nuisance to the Pentagon. At worst, they are a serious threat to national security. Defense Department computers containing non-classified but sensitive data are attacked about 250,000 times a year, according to the Defense Information Systems Agency, a Pentagon computer security force which has opened a "continuity-of-operations" centre in Sillidell, Louisiana.

Another military unit, the Automated Systems Security Incident Support Team, is the Pentagon's emergency team dedicated to responding to attacks on the US military's supply of computer systems. In one 18-month period the unit received 28,000 calls for help and isolated thousands of hacker programmes, known as 'critters', which are then saved for future research.

In the wake of the Gulf War, doomsday scenarios such as panic on the world's stockmarkets as share prices inexplicably plummet, or a run on commercial banks after customers' accounts are plundered electronically by malicious hackers, are being taken much more seriously. A number of high-level studies including one by the

Washington-based Rand Corporation which conducted a number of cyber-terrorism exercises on behalf of the Secretary of Defense have also been completed. A report summarising its findings, called *A New Face of War*, concluded that "the features and likely consequences of strategic information warfare point to a basic conclusion: key national military strategic assumptions are obsolete and inadequate for confronting the threat posed by strategic information warfare."

Such warnings have prompted all three wings of the US military to set up 'InfoWar' offices, staffed by graduates from the National Defense University in Washington, who have been trained in everything from defending against computer attacks to using virtual reality in planning battle manoeuvres.

Intelligence agencies in the US and elsewhere have also begun "dabbling in hacker warfare." According to a cover-story in *Time* magazine, published 18 months ago, the National Security Agency and top-secret units in the three armed services have been researching ways to infect enemy computer systems with

virulent strains of viruses.

Another type of computer programme called a 'logic bomb' can remain dormant in an enemy system until a predetermined time and then wake up and begin destroying data. There have been reports that the US Central Intelligence Agency also ran a clandestine scheme known as 'chipping' under which booby-trapped computer chips were directed towards weapons systems destined for potentially hostile countries.

But some futurist weaponry is even more exotic. For example, the Los Alamos National Laboratory in New Mexico developed a suitcase-sized device which generates a high-powered electromagnetic pulse. Positioned outside a central bank or a communications centre, the device can literally burn out all the electronic components in a building.

As author Winn Schwartman notes in his book *Information Warfare: Chaos on the Electronic Superhighway*, "Information warfare is an electronic conflict in which information is a strategic asset worthy of conquest or destruction. Computers and other communications and information systems become attractive first-strike targets."

CASE STUDY: Shifting from defence to commercial markets By John Foreman

## Bold move by Rockwell

The giant US defence company is achieving a remarkable transition

When it comes to the subject of beating swords into ploughshares, US-based Rockwell International provides one of the best and most visible success stories and shows that it is possible for a giant defence company to move from the cosy world of government defence contracts to the very competitive marketplace of the commercial sector.

Last August, Rockwell completed its strategy of transforming itself into a commercial company by selling its aerospace and defence business units to

Boeing for about \$3.2bn.

The company - which was famous for the creation of the B-1 bomber, experimental aircraft, propulsion systems for Atlas and Delta rockets - would, instead, now make its way in commercial markets and build on its reputation as the leading supplier of communications chips, and providing products for the automotive industry.

The sale to Boeing forms a business strategy that was adopted by Rockwell in the mid-1980s, during a time when Boeing relied on about two-thirds of its revenue

from government contracts for such high profile projects such as the B-1 bomber, spy satellites and Space Shuttle programs.

Along with other large defence companies, Rockwell saw that the end of the Cold war would bring problems, and instead of trying to fight with its rivals for a declining market share, the decision was made to take its technology and redirect it to commercial markets - markets that were expanding, rather than contracting.

Rockwell's success in making the transition from its huge reliance on government contracts that involved leisurely multi-year deals with safeguards for ensuring

profitability, to the unpredictability of commercial markets, is a stunning achievement. Many managers like to talk about "the major paradigm shifts" that must be understood and adapted in making money in fast-changing worldwide markets.

But for a company like Rockwell, which understood the world of government contracts and the fundamentally different economies of that market, to successfully move to the very different demands of commercial markets, represents a paradigm shift of a magnitude much greater than that faced by most large businesses.

Rockwell's Semiconductor



The end of the Cold War signalled a shift in strategy

division, represents one of the company's fastest growing businesses: its focus on communications chips, especially computer modem chips, has made it into the leading supplier of modem chips to the majority of

modem manufacturers. "Modems are expected to become a \$5bn market this year, and Rockwell is leading the way with fast 56 kilobit per second modem chips that will help speed up Internet access for millions of

modem users. Last year, Rockwell also acquired Brooktree and its technology for producing chips that support modem communications of as high as 1.5 megabits per second, opening a way for even faster Internet connections.

It has also begun work on a new \$1.2bn fabrication plant that will churn out millions of its modem chips, showing it is able to make the tough investment decisions that are necessary to stay ahead in commercial markets.

A key part of Rockwell's business metamorphosis has been the way it has changed its information technology structure. The company has embraced a distributed computing environment, rather than its former centralised mainframe systems. It has installed optical disk storage systems, groupware, product

data management systems and video conferencing to help guide its business strategy.

Rockwell's transition has been rewarded by steady growth, but it has meant it has had to make some very tough decisions along the way, dropping unprofitable parts of its business, and making the necessary investments in profitable parts of its business, such as its Rockwell Automation division which makes motors and drives for factory production lines.

Furthermore, as the US Defense Department moves more toward relying on adapting commercial products, Rockwell can still be a supplier of key technologies to the government, but with the added benefit of refining its technology through the competitive markets of the commercial sector.



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### The Open Group clarifies its role

Letter from Mr Simon Lofthouse of The Open Group

Sir, The article about the future of Unix and Microsoft Windows NT in the March issue of the FT-IT Review was certainly one of the better pieces of coverage on this subject, but I would like to clarify the position of The Open Group.

Referring to The Open Group as "representing the Unix camp" is a little misleading as it implies that we recommend Unix over other products. The Open Group does not and cannot support or promote one product over another. We can comment on technologies in respect to our definition of an open system, but it is the user community that decides on the success or failure of a product, not us.

With over 300 members, many of which use both NT and Unix, we understand the need for our activity to remain relevant to the industry as a whole, which includes both operating systems.

Yes, a lot of our sponsors have successful Unix operations, but many of them, such as Digital Equipment Corporation, also support NT. Microsoft has also been a member for some time and we have worked closely with the company on a number of occasions.

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## Military men have re-think on off-the-shelf solutions

The battle to cut costs means squeezing value out of every contract

Computer security has been a formal concern in the defence establishment since the early 1950s. With desktop PCs appearing throughout bases and on board warships during the 1980s, the threat of electronic eavesdropping being intercepted and interpreted created a temporary panic.

Then, for a short period, personnel operating computers in frontline units were ordered to run two systems side by side in order to scramble screen emissions. The Tempest Specification, a hardware definition that demanded systems hardened against external spying, became standard.

As computer systems proliferated, defence officials faced a further dilemma. Technology offered administrative efficiency, but hostile hacking or the introduction of a virus could do the same damage as a bomb.

The UK's Ministry of Defence is independently credited with possessing almost uniquely secure systems - a 40-year history of assessing computer threats has guaranteed that high reputation. But the cost of this vigilance has been a massive bias towards bespoke IT developments and the exclusion of cheaper and more popular commercial systems.

With the emergence of the commercial off-the-shelf ('Cots') doctrine of IT pro-

urement, the MoD had to rethink its attitude to security.

Keeping defence projects within the department's £21.7bn annual budget means squeezing value out of every single contract. Graham Peterson, assistant director of technical information security at the Defence Ministry in London, says Cots is provoking a sea change in military systems - "if we can get good security within Cots, then the knock-on effect could be enormous. Getting rid of bespoke systems could create huge cost savings."

The MoD has not quite arrived at these savings. But Peterson thinks it is heading in the right direction, courtesy of the Security in Open Systems Technical Demonstration Programme, known as TDP. Funded on a half-and-half basis by the MoD and a consortium of IT suppliers including Microsoft, Novell, Digital and EDS, this has resulted in a series of seminars proving that commercial systems can broadcast messages to the MoD's own security standards.

The technical standard at work here is called Public Key Encryption. It involves two software programmes: one, the public key, encodes the outgoing message and a second, user-confidential key, translates it for the recipient. For the MoD, this is a departure from received wisdom. Abbey Wood, a purpose-built £264m development outside Bristol, housing the MoD Procurement Executive, is home to TDP project manager Jim Alyson. He describes the traditional

approach to IT security as "a bump in the wire", meaning an encryption barrier isolating the system or local network to create the MoD's beloved "islands of security".

TDP satisfies Alyson in that it contains algorithms that make any attempt at tampering with message en route "very obvious".

With TDP, the defence community has its eye on economies, Alyson confirms. "Normally, we spend money on top of the standard equipment price-tag to add our own security. The idea of TDP is to harness the commercial world in developing secure software that we can be happy with."

Abbey Wood is a very potent symbol of the MoD's attempts to streamline its relationship with defence suppliers. The 4,250 staff at

'Firewall software' is high on the shopping list

Abbey Wood deal with 630 leading suppliers, plus 10,000 other businesses. The MoD wants to move towards electronic commerce in its dealings with these suppliers, but the security question is hindering that development. Back in London, Peterson agrees that the Internet is an obvious delivery mechanism - "we don't ignore it, but we don't use it with our primary systems either. If you're connected, what will you import?"

An Internet terminal sits in one corner of Peterson's office, but it is resolutely a standalone system with no connection to any other MoD machine.

"Really grubby viruses" are Peterson's big concern, and none of them will enter Whitehall's systems via the Internet. Firewalls, security programs that face both ways and act as a gatekeeper for computer networks, can allow the users of sensitive systems to connect to the outside world. And the UK defence community could be a big customer for

whoever writes a firewall program that meets with Peterson's approval. "We are taking a cautious approach, we're waiting for fully evaluated firewalls to arrive," he says.

The computer systems giant, Unisys, won the contract to install Abbey Wood's IT infrastructure in a £49m deal. Under the umbrella term, Aspect, Unisys brought in popular commercial software from suppliers such as Oracle and Microsoft to form a suite of computer tools.

The problem confronting Unisys was that each employee might want to log into several tools in the course of a day's work, but much of that work involves confidential details of contracts. Rather than issue Aspect's 4,250-strong user community with a bag of passwords, it constructed a security architecture named 'Single Sign-On'.

Unisys' project director Mike Spenser says any user can log on with the one password; he then gets a profile of those parts of the system he is authorised to use. Single Sign-On funnels users into just the right areas and protects other work while avoiding lengthy log-on procedures and long lists of passwords.

Spenser points out that giving people several passwords only adds to the temptation to write them down, a fundamental breach of security procedures.

The world of Cots and TDP will open doors to commercial software suppliers. And Peterson's admission that 'firewall software' is high on the MoD's shopping list means business for whoever can reach the elusive compromise between commercial viability and the highest security standards.

According to Peterson, suppliers should not be too intimidated by the MoD's understandable security fraction - "nobody has a golden solution. If we want to stick to the Cots philosophy, we must listen and come with best-of-breed solutions."

Systems security report: see pages 5-7



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IT in defence

FT-IT 3

# How sensors help create a cybernetic battleground

Field commanders use IT systems to gather data which can then be fused into a single clear picture

Some are calling it a "Revolution in Military Affairs," which, so its advocates claim, will sweep away the fog of war. Others, more prosaically, refer to "battlefield digitisation" as the coming thing.

Whatever its title, there is no doubt that information technology is having a profound effect on the way generals think about warfare. Yet in a reversal of the trend since the second world war, the upheaval in military doctrine comes not from technologies developed by armed forces, but from the phenomenal pace of civilian computing power.

The vision of people such as Admiral William Owens, who retired last year from the board of the US Joint Chiefs of Staff, is that IT will take data from a wide range of sensors around the battlefield and fuse it into a single clear picture which a commander can use to direct the fight.

Some of that information

would then be spread down through the chain of command, along with specific orders, to every soldier on the battlefield. The result should be clearer, faster, and better decisions, with a much greater coherence in a battle group. For the first time in history, commanders may be able to understand fully what is going on throughout the battle area and bring their forces to bear in a co-ordinated fashion.

That, at least, is what the optimists hope. And the elements which could make such a vision into a reality are beginning to emerge.

First, the sensors to detect the exact location of enemy forces are being steadily refined. The US, Russia and China have long fielded spy satellites, but the resolution available through equipment such as the US "Keyhole" spy satellites will mean that the entire earth's surface will be mapped down to a resolution of a few centimetres.

by the turn of the century.

That technology so impressed President Mitterrand of France during the Gulf War, that he immediately ordered a crash programme to duplicate the US capabilities. Aerospaceplane, the new, now launched, first field satellite, and wants to co-operate with Daimler-Benz Aerospace on a second Helios II - Hermes joint infrared and radar satellite programme.

Other spies are also at work. Rumours continue to circulate about an Aurora spyplane, built by the US and said to be capable of 3,600 mph, which would act as the successor to the Lockheed U-2 and SR-71 "Blackbird" spies in the sky. The Pentagon firmly denies that Aurora exists, but even if it does not, the U-2 and other reconnaissance aircraft provide a more detailed picture to back up the views from space.

Closer to the battlefield, the long-standing Boeing Avatars E-8 "Sentry" aircraft now acts as an indispensable air traffic control and air battle manager, one which

has been proved in combat during the Gulf war. These Sentries, with their distinctive mushroom-shaped radar domes, will be helped further when "real-time" data between all fighter aircraft, giving every allied pilot a full picture of the battle for the first time.

Newer technologies will also help the ground commander assemble a similar picture. Northrop Grumman of the US is now delivering the E-6 "J-Stars" Joint Surveillance Target Attack Radar aircraft to the Pentagon, and is hoping to persuade the European Nato allies to buy a fleet of the aircraft similar to the Nato Avacs jets.

J-Stars can monitor the movements of tanks or armoured personnel carriers from 200km behind the front line, and was originally designed to manage a European land battle. But it can also be used to build up a radar picture of the location of forces, and has been used in Bosnia to track violations of the Dayton peace agreement. J-Stars can be used even when ground observers are blocked from approaching weapons collection points and greatly helped the Bosnian troops implement the Dayton peace.

On the battlefield itself a wide range of pilotless drone aircraft with radar or video cameras are being developed to spot mobile enemy units. Systems such as the Lockheed "Martin" "Longbow" radar being fitted to US and UK McDonnell Douglas Apache helicopters will "paint" the entire battlefield in a few seconds, fixing the position of all armoured vehicles.

Weapons are also being developed to make use of this data. Once the enemy is located, speed is of the essence, so that the target can be destroyed before it has a chance to move. The Pentagon last year granted Boeing a contract worth over \$1bn to develop an airborne laser, which could



Helping to keep the peace: an airborne technician uses the J-STARS radar surveillance system to monitor the movements of tanks or armoured personnel carriers. The system has been used extensively in Bosnia to track violations of the Dayton peace agreement

instantly destroy missiles hundreds of miles away.

IT is also being applied to ever more accurate cruise missiles, so that fixed points such as command bunkers or communications sites can be destroyed. What seemed remarkable in the Gulf War is now becoming commonplace and relatively cheap.

But the trickiest part of battlefield digitisation lies between these two tasks of acquiring targets and dispatching weapons to destroy them. Data fusion is the trendy name given to the processing problem of bringing together all the different sources of data and integrating them into a coherent picture of the battle.

Companies such as GEOMarconi, BAE-Sema, Siemens Plessey in the UK, and Lockheed Martin and KDS in the US, as well as a host of others, are queuing up to take on the challenge. Yet with many of the sources of information providing different types of data and protocols, the task of fusing the data in battle conditions is fearfully difficult.

Three examples from the UK demonstrate some of the pitfalls. The Bowman battlefield radio programme was originally designed as a straightforward network using commercial equipment for use by the British Army, and pitched a team from TTT

industries against a consortium of Siemens Plessey and Royal Electronics.

However, as the possibilities for battlefield digitisation started to emerge, the Defence Ministry kept increasing the specifications it wanted from the system, with the result that the pro-

gramme has been repeatedly delayed and costs have soared. In part, this is understandable in an area of rapidly moving technology, it does not make sense to crystallise to early a system which will be in service for a generation.

but the task of integrating millions of lines of computer code from many sources remain formidable.

In the US, the Pentagon is toying with the overall idea of a "system of systems" integrated command. But early trials with part of the

The command and control system of Britain's Type-23 frigates has also come in for repeated criticism because of the difficulty it has had in integrating all of the data from the ships sensors and operating the weapons at the same time. The difficulties have now been largely fixed.

Whether it will really blow away the fog of war is a different question. Enemies are likely to develop defensive responses, including false target signals, jamming, electronic warfare and information sabotage.

There is also the ever-present threat from code-breakers. The Pentagon seems happy that its encryption methods are way ahead of cracking methods, yet Pentagon computers are regularly penetrated (see report on cyber warfare, facing page). Transmitting the entire allied information base on a radio web would be highly risky unless the links really are secure.

As with other developments, the grandiose Revolution in Military Affairs seems unlikely to eliminate the fog of war. Instead, the uncertainty, fear and mistakes are likely to drift into the cybernetic battleground.



Joint STARS system architecture. The system is a Surveillance Target Attack Radar System, which is a joint US and UK project. It is a joint project of the US and UK, and is a joint project of the US and UK.

Small and powerful: Lithon Data Systems claims this is the world's smallest, 'ruggedised' military 486-based palm-held computer

Small and powerful: Lithon Data Systems claims this is the world's smallest, 'ruggedised' military 486-based palm-held computer

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IT in defence

DEFENCE AND THE MILLENNIUM BOMB

# Leaving nothing to chance

Military chiefs order checks on weapon systems with embedded chips which may not recognise the year 2000 date change

Military experts on both sides of the Atlantic are trying to face down what could be the most serious peacetime threat to the effectiveness and reliability of their operations since the end of the cold war: the so-called computer "millennium bomb" problem.

At its most simple, it is merely a glitch in the way dates are recorded that prevents computers from differentiating the year 2000 from the year 1900, because most older computer systems were only programmed with a two-digit date-field to serve them until the end of the century. But computers with two-digit date fields are everywhere in both British and American military hardware - including "embedded" computers that are part of missile systems.

According to Robin Guenier, executive director of the UK government's Taskforce 2000 group, senior military officials are con-

cerned about what will happen to missile systems that have embedded chips in them designed to maintain and record information about when the missiles have last been serviced. Some of these missiles are apparently designed to completely shut down when they have not been serviced for a specified period.

Guenier says he has been told in discussions with military officials that when the Year 2000 rolls around, these systems will record their current date as January 1, 1900 and therefore the calculated date since last service will be decades - causing the systems to instantly shut down.

The problem with embedded chips was probably the higher part of their problem - and logic chips are embedded all over the place," he says. "Many are old, the manufacturers don't exist any more - therefore finding and fixing them can't be done in an automated fashion. It is a big,

important and disturbing job."

American officials are even more blunt. Guenier says that at a Washington conference, he was told that "if [Iraq's dictator] Saddam Hussein wanted to launch an attack on the US, the first day of year 2000 would be the time to do it."

Needless to say, the problem has been very much on the minds of US government officials and the US Department of Defense (DoD), which has held a series of meetings with the US House of Representatives Subcommittee on Government Management, Information and Technology. The latest meeting was held last month when the DoD reported that its plans for handling the crisis were "on track".

Still, in reports dating back to last year, the Defense Department has admitted that embedded chips in their weapons systems do not work with the older languages. As a result, the department will be required to re-allocate resources to solve the problem manually or to develop

"in-house" automated support tools.

The DoD has a number of embedded weapons systems that contain computer chips. "Usually, the DoD is the sole customer of such chips," the department explained in a briefing to the committee last year. "The solutions to the year 2000 problem may require replacement of the old chips with new chips. New production lines for new, year 2000-compliant chips may be required. This could take significant time and be very costly."

Meanwhile, the Congressional Research Service Report on the Year 2000 issue prepared for US military agencies last year, highlights the unique concerns of the DoD that set it apart from other Federal agencies.



Armed and dangerous? Maybe not - if missile clock systems do not know what day it is

In addition, the DoD has many unusual computer languages for which software analysis tools are not commercially available. Given the limited time and resources, the DoD is focusing on correcting its mission critical systems, and may use temporary fixes for other systems."

Finally, statements made by US Assistant Secretary of Defense Emmett Paige, Jr, to the House of Representative committee last year, further underline

the military's concern about this issue: "Inaction is simply unacceptable; co-ordinated and collaborative action is imperative. We have taken action to address the Year 2000 issue, and we will continue to take action," he pledged.

"We are placing particular emphasis on our weapons systems and on systems related to safety. Fortunately, weapons systems are, for the most part, much less date-intensive than most business information

systems, so there are fewer Year 2000 'fixes' which need to be made in them. "Nevertheless, we still have to check all weapon systems for the Year 2000 problem. When we are dealing with weapons and their delivery systems, we must leave nothing to chance."

Systems security and the year 2000 date problem: plus interview with leading authority, Peter de Jager; see pages 5-7

INNOVATION By Michael Dempsey

## How defence cuts trigger new software business

IT administration systems help to boost efficiency amid severe cash constraints

The presence of computer power in expensive military equipment, the "big ticket hardware" that takes up so much of defence budgets, is taken for granted. The information processing element of fighter aircraft, known broadly as avionics, can now account for up to 50 per cent of the development costs of a new type.

Overall defence spending has come under pressure since the end of the Cold War, but this has not deterred revenues for the defence divisions of software companies. Anthony Cole, defence director at the UK systems house, Logica, has seen UK revenue from the sector rise by 50 per cent over the past three years. In its last six months Logica has turned over £12.4m in defence, 8 per cent of its total revenue for the period.

"At a time when there's pressure on defence budgets, IT is needed more than ever," Cole explains. Military IT spending on administration systems can deliver much-needed efficiency and reduce the number of personnel tied down at the "blunt end" of the military machine, he says.

For front line forces, the constant reduction in assets available is driving orders for companies such as Logica - "It's a fact of life that we can afford less and less aircraft, tanks and ships. Clever technology can help us achieve results without extra military platforms," says Cole.

Software contributes significantly to the speed at which military information is disseminated and inter-

preted. Neural networks, a school of software that involves interconnected pieces of software analysing information within pre-ordained rules, were a key component of a joint project between Logica and the Defence Research Agency's Advanced Image Processing Terminal.

The idea behind the AIPT was to allow neural networking software to search through thousands of images taken by a reconnaissance camera and identify "the pictures that matter" by associating them with recognised patterns.

This process is made possible by algorithms, written by Logica programmers, that enhance the visual images in the first place. AIPT was thrust into the front-line during the Gulf War, when the Royal Air Force used it to analyse film of target areas taken by Tornado aircraft.

The application of neural networks to defence problems reflects a long journey undertaken by software houses trying to exploit the elusive realm known variously as artificial intelligence or expert systems.

Exploiting this esoteric area has presented many problems, but the defence community seems to have found its way past them.

In the US NASA's Ames research facility has turned to neural networks to help battle-damaged fighter aircraft make it back to base.

The \$5m Smart Aircraft project is taking to the air in a specially-modified F-15 fighter. Joe Totah, an aerospace engineer at NASA Ames, explains that the Intelligent Flight Control Program "observes patterns in the real world and then learns to carry out different tasks".

The idea is that the IFCS will send to signals to the jet's control surfaces, based

on sensor data that tells it how conditions vary from what would normally be expected.

IFCS will take a long time to find its way into production aircraft, but future generations of US fighters could rely on it to stay aloft despite severe damage.

The productivity gains trumpeted by software developers are having an impact on military projects. Warship builder Vespene Thorncroft employed mathematical modelling software from US supplier Matlab to design the autopilot on Sandown Class minesweepers.

This small piece of technology allowed Vespene to exploit one of the minesweepers' most important characteristics, a set of thrusters under the hull that can swivel in any direction.

This matters in the world of minesweeping, where a vessel needs to hover over a fixed point and then move slowly and methodically over the seabed without interference from tidal patterns.

Excess use of the thrusters interferes with sonar signals, so an effective autopilot can make a huge difference in the hunt for sophisticated mines built to lie on the seabed and then fire torpedoes in response to the distinctive sonar signature of target ships.

Henry Robinson, a former Vespene employee who now works with the company as director of an independent consultancy, H Scientific, says Matlab allowed him to devise a very specific neural

network. "It's a classic example of looking for patterns and making associations: in this case, saying 'this is what the wind and the tide does, so this is what the ship will do'."

Reliance on commercial software products fits in with a Nato-approved procurement philosophy of "commercial off-the-shelf, or Cots products. (see also computer security report, page two of this Review).

The Royal Navy's most sensitive warships, the Trident missile-carrying Vanguard submarines, are getting a whole new set of gear with associated command and control system courtesy of Bae Sema, a 1,600-strong software house.

Bae Sema uses software from French company Ilog to model the graphics that allow naval personnel to interpret and react to complex computer displays while operating under the stress of warfare.

Ilog cuts back on development time by employing pre-written chunks of code that generate the desired graphical interface.

Desmond Delandro, technical director at Ilog in the UK, points out that warship design has changed dramatically in the past two decades: "You have no choice - you must use IT to put a warship together today because they are four or five times as complex as they were 20 years ago. We now have more sensors; you have to analyse threats a lot quicker and you have less people to do it with."

The entire Bae Sema program for the 18-strong British submarine fleet is billed at £45m. Pressures on defence spending will continue, but ironically that should guarantee business for any software house that knows how to boost productivity in the military machine.

### Nato approves the purchase of off-the-shelf software products

## The battles rage on

The 'virtual battlefield' and simulation offer many advantages over physical war games

The Cold War may have ended, but battles still must be fought and armies trained to fight them. Simulation systems have thus largely escaped defence cuts and the latest simulation technologies allow today's war games to be both cost-effective and realistic.

The simulation market has changed dramatically in recent years as low-cost networked simulators gradually ease out the expensive dedicated simulators that have existed since the 1960s. These traditional simulators aim to faithfully reproduce what you see through the window and the physical movement of the airplane or tank. A high-end flight simulator may cost as much to build as the product it is simulating - but operating costs are much less.

Flight simulators continue to represent the biggest share of the \$10bn worldwide market for military simulation systems, according to the US analysts, Frost & Sullivan.

Vehicle and weapons simulators have carved out small niches, but the fastest growing area is mission simulation, including networked simulation systems. These allow war games to be played simultaneously by players in different locations and so simulate battles and wars. By networking together systems representing tanks, weapons and aircraft, armed forces hope to achieve the closest thing possible to real warfare.

### Many advantages

The "virtual battlefield" offers many advantages over physical war games - the traditional way to test strategies and new equipment. "The US Department of Defense is doing less and less physical war-gaming," says Warren Katz, chief operating officer at MAK Technologies, a leading US supplier of simulation software to the military.

Physical war games are costly, suitable venues are hard to find and they face growing opposition for environmental and political reasons. "Friendly fire" casualties and security concerns are further problems.

Early simulators were costly stand-alone systems that could only be used by one individual or crew and so could not train forces in collaborative tasks. In 1983, the DoD invented a technology, called Distributed Interactive Simulation (DIS), to allow simulations to run on a network of cheaper simulators typically costing \$250,000 each.

In a DIS game there is no central computer and so each simulator has to "talk" to all the others to ensure they have the up-to-date data on every object's position and speed. Eliminating the central server reduces the time lag between one simulator sending information and the others receiving it.

### Realism

This is vital to the realism of the simulation: when one tank simulator fires a shell, enemy tank simulators need to know about it as soon as possible to take avoiding action. One of the features of the DIS protocol is that simulators can "dead reckon" the future position of each simulated object and this helps reduce network bandwidth - each object typically needs just 250 bytes a second.

Networked simulations involving more than 5,000 objects have been performed in the US. High-speed local area networks and leased lines were traditionally used to link players in DIS war games, but four years ago the DoD created its own intranet, called the Defence Simulation Intranet, to allow players anywhere in the US to take part.

DSI guarantees the bandwidth needed to support a simulation - something the public Internet cannot do. The DoD is investing up to \$500m a year to improve DIS and is now looking ahead to the next generation of modelling and simulation software.

To do this, it has proposed a more advanced technology, called High Level Architecture. This has various advantages over DIS - it will allow several war games to run simultaneously on the same network, for example.

As with other areas of defence industry, the simulation industry has not been immune from the shift to cheaper off-the-shelf technologies.

"To run DIS before, required engineering workstations but now it can be done with Pentium-based PCs," he claims.

says MAK's Mr Katz. In December, MAK announced a new PC-based software product designed for the cost-conscious military simulation market. The product, VR-Stealth, provides a 3D bird's-eye view of a DIS battlefield and allows observers to "attach" to a DIS object such as tank or airplane and unobtrusively watch the battle as it happens.

VR-Stealth can generate detailed images using just a Pentium PC and a low-cost graphics accelerator card. "The cost of 3D image generation hardware is plummeting," says Mr Katz. Last November, Real 3D, a subsidiary of US defence group Lockheed Martin, unveiled a chipset for PC graphics accelerator cards which it claims matches the performance of high-end workstations.

The chipset draws on Lockheed Martin's experience in building combat simulators and Real 3D was set up to find civilian markets for the technology. MAK also sees opportunities in the civilian market from modifying its software to work better with slower dial-up Internet connections. This would allow consumers to play multi-user 3D games over the Internet. Analysts believe this market could be worth \$1bn by 2000.

### Training systems

The US military has started to use personal computer "arcade game" technology for some simulations, such as close combat. "It's an immersive simulation, but it's not physically realistic in terms of what you see on the screen," says Andrew Maurice, image simulation manager at the UK systems house, Logica. He believes many simulations require greater realism than PC-based technologies can provide.

For example, Logica developed realistic computer-generated images for a training system for a British Army missile launcher. The system replaces the photographs and videos traditionally used to train operators. It contains images for 170 different targets and can simulate different lighting conditions and target distances.

According to Mr Maurice, such systems cannot be replaced by PC technology without sacrificing realism - "the level of detail is just too great," he claims.

INTERNATIONAL MARKETS By Geoffrey Naim

## US keen to learn from Israel's experience

Israeli defence contractors excel in developing "dual use" technologies which have both military and civilian uses

To secure peace, you must first prepare for war", Israel adopted John F Kennedy's maxim long ago and its IT industry has become a leader in defence technology and finding commercial spin-offs for technologies, designed originally for war.

The uneasy peace in the Middle East ensures Israel's IT companies need never lack defence work or skilled technicians fresh out of military service and trained in the latest technologies. The country has a world-class reputation in areas such as digital signal processing and encryption technology thanks mainly to military-funded projects in these fields. But despite the heavy military emphasis, Israel's

IT industry is also successful in many commercial markets and has been particularly effective in finding civilian uses for military technologies.

While defence contractors in other countries are now trying to embrace "dual use" technologies - those with both military and civilian uses - Israel has been doing it for years.

The US is particularly keen to learn from Israel's experiences and the two countries have set up a task force to promote Israel's successes with dual-use technologies and find US partners.

One of the leading experts of dual-use technology is Tadiran, Israel's largest electronics company, which produces telecoms equipment, defence communications, IT and electronic systems.

In 1996, 33 per cent of its \$1.1bn revenues came from the defence sector but the share is dropping - it was 35 per cent in 1995 - as Tadiran seeks out non-defence markets for its products. For example, Tadiran subsidiary Elisra Electronic Systems is best-known for its electronic warfare systems and sophisticated jamming technology.

But it has recently started to expand into non-military markets.

In 1996, US firm Qualcomm placed an order worth \$70m with Elisra to use its communications technology in Qualcomm's Tracer-TRACS, a satellite-based vehicle tracking system.

Tracer-TRACS allows truck fleet operators to keep track of their trailer units using a satellite network and small terminals mounted inside each trailer. The terminals are made by Elisra and based on technology originally developed for resilient battlefield commu-

nications.

Another Tadiran subsidiary, ATL, is turning its expertise in real-time military software, such as air defence command and control systems, to more peaceful uses. It has developed commercial real-time applications in various areas, including automated guided vehicles, telephone switching, robotics and vision systems.

Tadiran's Tactical Communication division makes radio sets and military computers for Israeli and foreign defence forces. Its technologies too are being adapted to

a variety of civilian uses, such as intelligent transportation systems, conveyance of containers in seaports and video compression applications. The Internet has created a whole new market for the Israeli IT industry and a new Diaspora of military-trained Israeli technologists who are making their fortunes in California's Silicon Valley.

VocalTec, VDOnet and NetDynamics are just three of a growing number of US software companies founded by Israelis who honed their technological skills during military service or working

with ways of transmitting voice over data networks and in 1996, VocalTec launched its first product, Internet Phone, which allows PC users to hold long-distance telephone conversations over the Internet for negligible cost.

Many Israelis have emigrated to Silicon Valley to commercially exploit technologies and skills developed working for the military. But the Israeli government is now encouraging would-be entrepreneurs to stay home with tax breaks and R&D grants.

GEO Interactive Media, for example, is one of several Israeli firms skilled in multimedia technology. Its first product was an aircraft recognition system for the Israeli defence forces, but it has since expanded to offer commercial multimedia training systems for European and US firms.

It has also adapted the technology to the Internet and offers a browser plug-in, called Emblaze, that allows full motion animation at modem speeds of just 14.4 kbits a second.

IT in Israel: a special report by Paul Taylor will appear with the next issue of the FT-IT Review in May

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WEB SECURITY • By Philip Manchester

The growth of commerce on the Internet and the World Wide Web emphasises the importance of an internationally agreed approach to security.

The consultancy Price Waterhouse estimates that \$500m worth of goods and services were sold over the Web in 1995. While this is currently only a fraction of the total value of credit card sales of about \$500bn, it is a significant and growing part of the business world.

The trend is expected to accelerate. The US market analysts, Forrester Research, forecasts that the number of business users on the Web will be 14m by the year 2000. Home use is expected to grow even faster with 32m users by the same date.

A large part of the increased traffic on the Web will involve financial transactions. The economics are irresistible. CSC Index Research notes in its 1996 report, *Reinventing the Enterprise for the New Information Marketplace*, that the Internet has the potential to cut the cost of doing business dramatically. Peter Hill, international director at CSC, observes: "We have calculated that in the US the cost of a typical transaction over a home shopping television channel is \$3 to \$4, whereas electronic shopping costs over the Internet can be as low as 15 to 20 cents."

But this advance can only happen in a secure networking environment. "There are a lot of solutions for improving security - but they are all different and they do not inter-operate with each other," says Dr Michael Waldner, manager IBM's Zurich-based network research group.

Dr Waldner is the technology leader on the Secure Electronic Marketplace for Europe (SEMPRE) project which aims to harmonise approaches to security across Europe. Sponsored by the European Union (EU), the project began in September 1995 and is expected to be completed by September 1998.

"We wanted to make a framework where we can integrate all of the different security models and get them to work together," says Dr Waldner. "We have cre-

## Complex barriers to electronic commerce



Here and on the next two pages, FT writers look at the key issues, including the year 2000 date problem.

ated a layered model, based on business documents where you can make parts of a document operate at different levels of security."

The first phase of the project aims to create a secure environment for electronic shopping. The priority is to

While technical solutions abound for solving security problems on the Internet, there are still difficult political hurdles to be cleared

create a secure channel between the retailer and the purchaser, regardless of international borders.

Dr Waldner says that many of the technology problems have been solved, but there are political and social barriers to overcome before international agreement on security will open the door to international electronic commerce - "from a technical point of view, security is not a problem. The problem lies in harmonising contract law between different countries."

The Organisation for Economic Co-operation and Development (OECD) is also pushing forward with plans for international standards for security in electronic commerce. A set of recommendations is expected to be published later this month.

"The plan is to come up with internationally-agreed regulation for cryptography. We need to get it tied down now because lack of agreement is acting as an inhib-

itor for internationally-based electronic commerce," explains Dr Paul Dorey, director of group operational risk at Barclays Bank.

Barclays is involved in the project as part of the Business Advisory Council and is keen to see an international agreement as quickly as possible.

"We want the ability to use a sufficiently strong encryption to carry out transactions around the world - as strong as the procedures we currently use for cash machines. We are particularly interested in ensuring the integrity of financial transactions so they cannot be interfered with - otherwise the whole system becomes meaningless."

"Often, it is not necessary to keep a transaction confidential - but it is important that it cannot be altered," Dr Dorey adds. The OECD will publish a set of recommendations which it hopes will be included in individual national legislation - in



Place your order: electronic shopping over the Internet has great potential - there could be 32m home users on the Internet by the year 2000, claim analysts. In the US, the cost of typical transactions via the Net are far cheaper than transactions via home shopping television channels

much the same way that its Data Protection regulations led to national Data Protection Acts. Although full details of the recommendations will not be made public until later this month, Dr Dorey says that they will be

based on the idea of a "trusted third party" to authenticate financial transactions - "it is not only the security of the actual transaction that is important. We need mechanisms to ensure that someone is who they

claim to be and they have the authority to carry out a transaction. The trusted third party will, in effect, vouch for the parties in a transaction."

This process ensures "non-repudiation" of transaction,

thus making it a legally-binding contract. Dr Dorey says that "trusted third parties" will be responsible for auditing electronic systems and procedures to ensure they meet the standard.

"This is a new dimension for security of electronic systems. It has to be at the same level as running a cash dispenser where you might be required to stand up in a court of law and state that a transaction was authenticated."

Further international efforts towards harmonisation of security procedures are also being sponsored by the International Chamber of Commerce (ICC).

Project E100, scheduled for completion in April 1998, aims to produce a standard for Uniform International Authentication Practices (UIAP).

The ICC has published a paper "to stimulate discussion", but as Dr Dorey points out, many of the barriers to international agreement on security have little to do with the technology. "Many of the barriers are political, social and managerial - and they are likely to be much more difficult to resolve."

## Beware the Trojan Horse

In efforts to solve the year 2000 date problem, some companies are side-stepping normal management controls to get work started as quickly as possible, say industry observers

More than 75 per cent of fraud is committed by employees, and computers are not stopping them but actually creating new crime opportunities and helping to perpetrate old favourites.

That view - from Arthenet International, a UK company which helps police in computer-related crime investigations, is made all the more worrying by the fact that computer-related fraud has cost UK companies alone £1.2bn in the last two years.

The urgency of adapting systems to handle date calculations after the year 2000 (see reports, next page) has added an extra dimension to the issue.

Europe's biggest IT professional body, the British Computer Society, says companies are side-stepping normal management controls to get work started as quickly as

possible. It also points out that the year 2000 means companies are having to bring in large numbers of outside staff who are not known to them. This is opening up a risk of insertion of so-called logic bombs into business systems: pieces of code which affect the way programs work.

Arthenet adds that the recent elimination of layers of management means companies have to rely more than ever on individual integrity, because the remaining managers no longer have time to look at paperwork such as account reports and expenditure authorisations in

detail. However, current employment trends, especially in IT, work against this increased dependence on integrity.

"The emotional contract with the employer has changed, because people no longer see a job as being for life," says Dr Paul Dorey, director of operational risk at Barclays Bank. "Their motivation now is not loyalty to the employer but to themselves, plus a desire to be professional in their work. We certainly tend not to go for people who are motivated only by money."

As well as setting up formal access controls, Barclays aims to

prevent fraud being written into programs by having separate teams work on different parts of a system.

"The potential insertion of Trojan horse code is a big issue," Dr Dorey says. "We might have two development teams, for example to separate the validation routines from the payment programs. You can't do this for every system, and you don't need to - although you need to be aware of all the critical paths: sometimes some apparently insignificant process could be on a critical path of a key overall process."

Dr Dorey believes the growing

involvement of IT staff with their end-users in the business is creating extra risks - "in the past, the systems people tended to work on the central mainframe and did not have business knowledge of the applications systems. But as computing moves more and more to people's desktops, more and more people on both sides understand both IT and the business processes."

Even so, he thinks that interference with programs is a relatively minor risk - and he returns to the integrity issue. "Most security breaches are to do with misuse of authority, not hacking," he says. "Someone who

has authority to move a file might move it to the printer. We caught one contractor browsing information that was confidential, although he had authority to access that file in his systems work."

Dr Dorey says automated auditing systems can now monitor who is accessing which files and programs, and the knowledge that these systems are in place is a great deterrent. But much of the risk still has to be reduced at the recruitment stage.

This applies equally to permanent staff, contract staff and service suppliers' employees, and Dr Dorey has seen a considerable change here in recent years.

"All these people are working for us, so all are the same as permanent staff," he says. "We expect external companies to

Continued on page six

### Tele-Education

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## 6 FT-IT

## Systems security / countdown to the year 2000

Password problems • By George Black

## Computer systems are becoming harder to crack

Access control systems should become easier to use and more secure within the next couple of years

The two big security problems which have troubled many information technology directors are how to effectively authenticate the identity of users and how to reduce the number of password systems in use.

Both of these difficulties could soon be overcome, at least in part, by technological advances.

Most password systems today do not stringently check the identity of the person applying for access. "In fact, the systems in common use are most insecure," says Mr John Holland, a director of software company Axent Technologies, which supplies security solutions.

These problems are caused by technical weaknesses of the systems installed and by flaws in the way they are implemented. Many systems do not encrypt the password during the request for access and are thus exposed to interception.

If passwords are hard to remember, people write them on pieces of paper and stick them to their personal computer, for anyone to see. The more passwords people have to remember, the more likely they are to do this.

However, if passwords are too easy to remember, then they are probably easy for anyone to guess. Access is made easier for the intruder because people do not change their passwords as often as they should, so their secrecy value diminishes.

Passwords used by people who have left the organisation are not changed as quickly as they should be - particularly if the employee left in dispute. The increased use of contractors also adds to the complications.

System manager and maintenance engineer passwords are not properly guarded and are often used by people who should not be allowed to do so. Sometimes, not realising the power they have been given, they use it to dire effect.

Up to now, only a few

organisations to which security is paramount, such as banks, have thought it worthwhile to invest in developing strong authentication systems. The rest have got by with rudimentary security which in many cases has obstructed bona fide users without doing much to keep out unauthorised ones.

However, these problems could soon be overcome in several ways. Card tokens which use a one-time password principle have been used successfully for remote access to corporate systems and could find their way into wider use by office-based staff.

Each access demands a different password which the card can generate on each occasion. This should remove the risk that a password could be re-used to gain illegal access. One-time passwords are expected to become much more prevalent.

The use of personal identification numbers (PINs),

### High costs still rule out the wide use of biometric systems

generated randomly by card tokens, is replacing passwords in some companies. The main concern that companies have with adopting such new technology is the high cost, both for the equipment and for its management.

Tokens at present cost around \$50 each, but that price should drop quite rapidly. Experts say that token cards may soon start to be replaced by smart cards.

In two to three years, PINs could be held on smart cards at a cost of less than \$10 each, predicts Mr Jeff Carr, managing director of access systems supplier CKS.

However, Ms Helen Flynn, an analyst at the Gartner Group, doubts whether employers will want system password information to be stored on the same smart card which employees use for personal matters.

Getting applications owners to co-operate over sharing smart cards to keep costs down could therefore be a barrier to widespread adoption.

High cost is one of the factors which, at present, rules out biometric identification systems - such as fingerprint or retina scanners - for most users. Also it is doubtful whether people would accept this intrusiveness of such systems.

But systems designers have not given up on the idea of developing biometric technology which would be both cheap enough and discrete enough to win over the market.

A system which immediately recognised a face or a voice and so did not require a password or PIN, could surely be a winner.

The other big security problem for IT managers is the need for users to sign on separately to several different systems. An organisation which has computers with several operating systems may have different passwords for each and for different applications.

The recent spread of Microsoft's Windows NT has increased the number. Users sometimes have as many as 50 passwords, according to a Butler Group study.

There have been many failed attempts to develop single sign-on systems, but products of this type are starting to come on the market.

An important question is whether they can be applied across an entire organisation, as many users would like, but Mr Flynn thinks not. "You won't get one product that can handle all the access control requirements enterprise-wide, although we have seen some success at reducing the number of password systems in use over the past six months."

Axent's Mr Holland agrees: "An enterprise-wide solution would be an enormous task," he says. "The chances of getting everyone in the organisation to support such an effort are small. It is not realistic to attempt it."

It could take a huge effort just to work out an agreement on which systems each one of many thousands of employees should be allowed to access, decide who should pay for the controls would be another obstacle. Meanwhile, Mr Holland recommends to his clients that they tackle the issue on a departmental basis.

INTERVIEW Peter de Jager

## It's later than you think

The world lacks 'the management will' to tackle the year 2000 computer date problem, says Peter de Jager, a leading authority on the so-called 'millennium bomb' that could potentially cripple many businesses

At least one per cent of established businesses may go bankrupt because of the inability of their computer systems to span the change into the next century - "this will cause a ripple effect through the supply chain and cause a mild recession, putting a huge number of people out of work."

This is "the best-case scenario" painted by Mr Peter de Jager, the internationally-recognised speaker and consultant who, for six years, has been warning the business world and information systems community of impending problems.

With just 983 days to go before the 20th century ends, analysts have estimated that the cost of defusing the so-called 'millennium bomb' could be \$600bn, absorbing up to 50 per cent of the world's total IT budget from now till the millennium. (See also on FT-IT new year special report on key issues in IT, published January 9, 1997.)

More than 90 per cent of all computer applications in the world are "incapable of handling the date change because they only record the second two digits of the year," says Mr de Jager. "When '00' enters a two-digit year-field, it causes problems. There is really no debate because it is so easy to demonstrate. The only debate is how difficult it is to fix it."

Examples abound of problems to come. Unum Life Assurance in the US had a business rule that if a policy was not touched for five years, it was removed from the system. In order to do this, the computer system added five years to the date it was last used and compared the result to the current year, deleting the policy if it was less.

In 1996, 95 plus 5 is 00, which is less than 95, so current policies were deleted. "The program deleted more than 2,000 policies before someone noticed that the income of the organisation was beginning to dry up," says Mr de Jager. "This is the type of problem we can expect."

Mr de Jager does not ask people to simply believe what he is telling them, but to check their own systems: "anywhere you see a two-digit year, type in 00, and watch what happens," he says.

"In less than a day, they will convince themselves. But what is frustrating after six years is that people are so far in denial that they refuse point blank to do the test."

In the early days of computing, programmers ignored the last two digits in the year in order to save storage costs. This habit has become entrenched, despite the arrival of cheap storage.

The problem this would cause has never been a secret. Seminars on the issues of the day ignored it, but when we went down to the bar, we would have a grand old time laughing about the Year 2000 problem," recalls Mr de Jager.

"People would say things like 'It isn't my problem, or it's not my company's problem' and 'I'll have retired by then.' Others would say 'We will have replaced the software by then,' which is the biggest myth in the industry."

In 1991, Mr de Jager started speaking out about the problem - "I started to become an annoyance to the industry and I wouldn't go away," he says, adding that he is "not going to go away until we get this problem solved."

Mr de Jager believes he

didn't start early enough in explaining the issues, although he was premature in terms of the willingness of the industry to accept the message. However, a company that started in 1991 would be in a better position today. Kaiser Permanente in US had started early and, as far as he knows, is still working on it.

The US Inland Revenue Service is spending \$100m to solve the problem and NatWest bank has just allocated \$100 million, he says. De Jager estimates that 35 per cent of businesses in the US are "active" about the problem, but his concern is with "the 90 per cent of businesses outside the US that continue to ignore this issue... they have their heads stuck in the sand," he says. "Consultants are out there, banging on doors, but they are getting turned away."

He points out that the UK government, which is doing more than any other, has allocated \$170,000 to its Year 2000 Task Force - and \$500m for a party to celebrate the arrival of the Millennium.

"It's ludicrous... and absolutely silly," he says. What frustrates him is that "there is nothing technically difficult about the problem and we have the capability to solve it. What we lack is an understanding that this job takes time, that there is a high cost in not completing it - and the deadline is fixed."

We seem to lack management will to get on with it. For some organisations, it is definitely too late, he believes. "These businesses have no idea how big their problem is: every company which has gone into this and looked at it seriously has come back with one single message - 'I didn't know that it was this big.'"

Unfortunately, 86 per cent of all IT projects are delivered late, or never. Worse still, he points out that most IT project managers have no experience of managing such big projects.

"The abysmal percentage of on-time delivery has not been communicated to business managers. Instead, they are being told that the year 2000 problem in their organisation is under control, that it's not as big as the pundits would make out and that IT will have everything ready by the end of 1998."

Managements are often clueless about the risks and seldom seem to understand that the organisations they manage rest upon a foundation of software code that has an expiry date of December 31 1999, at the very latest.

"There is no doubt that the IT profession has a lot to answer for. The IT manager now has to go in the board and say: 'We have been writing programs that cannot handle the year 2000.'"

"The manager's first response is 'how could you be this stupid?'"

"The IT people must then demonstrate that they are indeed that stupid. They must demonstrate, without a shadow of doubt, their incompetence. They must then convince management that they are the best person available, to solve the problem."

The failures are not all going to happen on January 1, 2000 says de Jager, who expects to see an escalating number of errors as we move closer to year 2000, with a sharp increase in 1998.

"If you are going to have a failure, you will prefer it if the system just stops," he says. "Because then you can fix it and your data is intact. The worst situation is when it appears to be working per-

fectly, but some routine is quietly corrupting all your data with an incorrect calculation."

Clearly, organisations need to check and correct the coding of their programs, but there is no guarantee that they will work.

"There is this very strange notion that if you put the clock forward to the year 2000 and then run your application that somehow this demonstrates that your programs are year-2000 compatible, but it doesn't prove anything," says de Jager.

He advises taking test data and start moving the computer's clock forward, traversing the time between now and year 2000, so that users can see how the data and applications react as 00 information slowly starts percolating its way through the system.

"What proves it is compatible is if your system has got both 99 and 00 data," he says. "You must be able to go back and forth over the millennium cusp with a business process."

The Millennium Bomb problem was totally avoidable, he says. Every new system could have used four-digit years, as should extensions to existing systems. Organisations could have had their existing programs continuously working on this problem.

"It is cheaper to do something at a leisurely pace, not in a frantic rush, with skyrocketing salaries," says de Jager.

"There is a tremendous amount of waste when you have to run very quickly just to stay in the same place."

Embedded processors are an area where there is a risk



Peter de Jager: 'The IT profession has a lot to answer for'

of embedded processors, which will be identified which fall. "We have no idea how big this problem is, but it makes us very nervous because we don't like unknown risks."

Mr de Jager has final piece of advice: "Don't be 'gun shy' of what this is going to cost. It is going to cost a whole truckload of money - but consider the alternative: the question is not how much will this cost to fix? The real question is: 'Do you want to continue doing business in the 21st century?'"

"If you do, fix your problem."

So where will Mr de Jager be at midnight for the new millennium?

"If anybody wants to find me," he says, "I will be in Dublin in West Clare, the best place for music in all of Ireland."

□ Peter de Jager, a Canadian citizen, has written and broadcast on the year 2000 problem in many countries. He was invited before the US House of Representatives science sub-committee hearings to testify on year 2000 issues. He is also a special adviser to the UK's Year 2000 Taskforce.

He was author of the ground-breaking 'Doomsday 2000' article in Computerworld in September, 1993. For more information about the year 2000 problem and users' experience with solutions, visit <http://www.y2k.com>.

□ Leaving nothing to chance: military experts examine year 2000 implications; see report, page 4

□ Fixing the problem - beware the Trojan Horse; report, page 5

## Advice on the Year 2000 problem

Peter de Jager makes these suggestions for the business community:

Immediately communicate with the vendor of third party packages, "through legal counsel to ensure that their reply is not trivial."

Identify the problem that has been discovered and find out from the vendor when they expect to be able to deliver their year 2000 version.

"Pay very, very close attention to the response to make sure that systems you depend on to do business can be used," he says.

Find out from the vendor

what exactly they mean when they say their product is year 2000 ready and how will their definition relate to other applications. Ask what, if anything, will it cost for the upgrade.

Software applications written in-house need to be verified by the IT department. If they are found wanting, there are three choices.

"You replace those applications with vendor packages, fix them or you just get rid of them because you didn't need to be running them in the first place. These decisions

should be taken at a very high level," he adds.

"The third case, which a lot of people ignore, is packages that are used to do other things, such as spreadsheets."

"Many of these tools are to some degree or other 'year 2000 ready', but a large number of users will be using them incorrectly. You need to identify the risks in that area."

Executive checklist: Twenty important do's and don'ts on the year 2000 issue appeared in the FT-IT Review on January 8, 1997.

PITFALLS OF 'WEEKEND TESTING' By Geoffrey W. H. Smith

## Pitfalls of 'weekend testing'

The chief executive officer of a leading US computer company says he has a way to allow companies to start testing their entire computer systems that cannot handle the year 2000.

"The manager's first response is 'how could you be this stupid?'"

"The IT people must then demonstrate that they are indeed that stupid. They must demonstrate, without a shadow of doubt, their incompetence. They must then convince management that they are the best person available, to solve the problem."

The failures are not all going to happen on January 1, 2000 says de Jager, who expects to see an escalating number of errors as we move closer to year 2000, with a sharp increase in 1998.

"If you are going to have a failure, you will prefer it if the system just stops," he says. "Because then you can fix it and your data is intact. The worst situation is when it appears to be working per-

fectly, but some routine is quietly corrupting all your data with an incorrect calculation."

Clearly, organisations need to check and correct the coding of their programs, but there is no guarantee that they will work.

"There is this very strange notion that if you put the clock forward to the year 2000 and then run your application that somehow this demonstrates that your programs are year-2000 compatible, but it doesn't prove anything," says de Jager.

He advises taking test data and start moving the computer's clock forward, traversing the time between now and year 2000, so that users can see how the data and applications react as 00 information slowly starts percolating its way through the system.

This allows businesses to test all year 2000 conversions, using that copy of the system with "live" data that can be "mirrored" from the main network without bringing it down or putting data at risk.

He says this strategy means that testing data conversions can now take place all day, every day, giving the companies "a far better chance of meeting their biggest deadline."

This argument recently won over US-based Comdisco Disaster Recovery Services, which completed a \$4.8m purchase of EMC's Symmetrix storage systems in December to help its customers successfully minimise the cost and risks associated with ensuring their computer systems are year-2000 compliant.

The idea is that through Comdisco's customised millennium testing services, clients can test and validate

Continued on facing page

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## COMPUTER-RELATED CRIME

## Wider acceptance of security controls

Continued from previous page:

follow a subset of our policies: some companies find they have to set up procedures in the first place, so our policies benefit them. They are increasingly accepting the need.

"In the past, some companies resented the fact that we wanted to audit their security controls. Today, there's more awareness of why we need this, and we, too, are clearer about what we are looking for. Our auditors now make random checks at appropriate levels, depending on the sensitivity of the work."

Suppliers endorse Dr Dorey's view: "Clients must ask themselves

if the supplier is going to be there for the long term," says Mr David Green, managing director of software company Sapient. "The last thing we want to do is jeopardise our client relationship."

Sapient not only interviews potential recruits and contract staff and takes up references, but also approaches clients of the candidate's former employer for further references when possible.

"If they've worked for a big software company we usually know people there and can ask them informally," he adds.

Unlucky has even greater unsupervised access to customer

systems as a supplier of desktop systems and network services.

"We stress to staff that things they might not see as 'confidential' can be extremely so," says director Mike Anderson. "This is not only computer files but also orders for new equipment, which might tell a competitor of a big upgrade or change of direction."

"We have customers in the same business, and each is managed by a separate team; team-bonding is very important."

"Account managers who talk to the customers about their plans are not linked with the support groups. People in different teams naturally

meet socially, but if they talk about their clients, it's a disserviceable offence."

For all the concern, the risk of computer-related fraud or logic bombs in particular is very small, according to Dr Dorey at Barclays.

"It's simpler to use a manual process or steal a credit card than it is to break into a computer system," he says. "Security is just like any other management process, such as quality assurance or customer-service. It must be done professionally, continually monitored and kept up-to-date."

Cyber warfare report: see page two



# The year 2000 problem

FT-IT 7

SEEKING SOLUTIONS • By Geoffrey Wheatwright

## A big challenge for mid-tier companies

Only the largest companies can afford top-rate services in an emergency

By now, the world's largest corporations have generally some idea of how they will tackle the year 2000 computer date problem.

But it is the middle tier of companies that face the biggest challenge, particularly when they must be year 2000 compliant for operations connecting with the systems run by the credit card companies, banks and other financial institutions with whom they are increasingly communicating electronically.

At least, that is the theory of Peter Preston, the UK sales manager of year 2000 software specialist, Usoft. And he says that unlike large corporations, where much of the year 2000 compliance work is being undertaken via conversion of existing code, "the middle strata of companies must

really consider completely redeveloping their existing code-base to operate more efficiently".

Merely trying to fix the year 2000 bugs in an existing system is a costly, zero-sum game that ends up costing vast amounts of money, he says. A fix only provides - at best - a system that works as well on January 1, 2000 as it did on December 31, 1999.

In other words, fixing existing software does not buy any improvements to the software a company uses - it merely allows that software to survive. For the kind of investment that a bug-fix approach requires, he says, that is simply not an acceptable return. "We have a several large to medium-sized organisations in the UK, US and Europe who are resolving the year 2000 problem via re-developing," he says. "They have tried to go the route of fixing it, but came to the conclusion that re-engineering existing solutions isn't an option - it is a waste of money."

Preston also emphasises



Peter Preston: 'There will be no second chance'

that there will not be a second chance for those who delay their decision on which approach to take - and that the path to re-development may be dictated by the fact that there simply are not enough affordable, skilled programmers available to carry out code-fixes on older applications written in the popular languages of yesteryear, (such as Cobol).

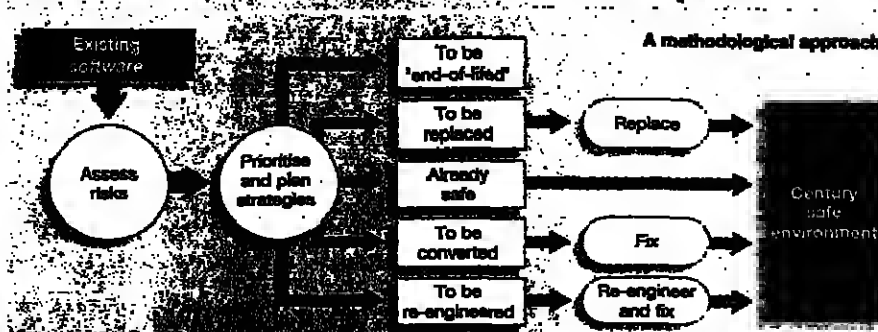
While he admits that re-designing is not an option for every business - and particularly not for those which cannot afford having any system "down-time" while their systems are being redeveloped - he can, however, provide a platform for growth, rather than being an irritating, although unavoidable, waste of time and money.

"The perspective our customers have taken is that through the use of business rules - and an effort to highlight the organisation of them to assist change within the company - we can help the company grow and, just as a side-effect, remove the 'Year 2000 problem,' he says. "It's a positive stance, rather than a protective one."

Large organisations do not often have much spare capacity on their systems to test re-engineered versions of their systems. "This means there is not a lot of warning if it doesn't work," says Preston. "And very large organisations that can't allow down-time don't have a lot of choice: they have spent so long right-sizing that they have right-sized themselves into a hole, in terms of capacity."

"But the organisations underneath those whose core systems are running on the mainframe can afford to run operations in parallel."

### How to make information systems 'Year 2000' compliant



## Defusing the millennium bomb

Lamentably few organisations in the UK - only eight per cent - have so far conducted a full audit in preparation for defusing the 'millennium bomb', according to a joint report by the Computing Services and Software Association, the Central Computer and Telecommunications Agency, the Department of Trade and Industry and PA Consulting Group.

While 70 per cent of IT managers are fully aware of

the problem, 76 per cent consider it to be 'critical or serious', although 39 per cent cannot even guess at the costs involved and 52 per cent have made rough guesses, says the report. Meanwhile, only 15 per cent of senior managers are fully aware of the problem.

"The millennium problem arises from a deceptively simple issue, but incorrect date processing will be catastrophic for businesses unable to process orders,

despatch invoices, calculate payments and process transactions," says the report.

For more details, contact Keith Ireland at the CSTA, e-mail: [kireland@csta.gov.uk](mailto:kireland@csta.gov.uk) (web site: <http://www.open.gov.uk/csta/home.htm>); or Ray Brown at the DTI on e-mail: [ray.brown@dti.dti.gov.uk](mailto:ray.brown@dti.dti.gov.uk); also Nicki Blunkhorn, CSTA, e-mail: [cssa@cssa.co.uk](mailto:cssa@cssa.co.uk); or Clare Fortune at PA Consulting, e-mail: [clare.fortune@pa-consulting.com](mailto:clare.fortune@pa-consulting.com)

### UNIVERSA 97



Two days to go

The closing date for entering the Universa 97 pan-European awards to recognise the achievements of software and service companies, is this Friday, April 4.

The prestigious awards by the Open Group, sponsored by ICL and Siemens Nixdorf, in association with the FT-IT Festival, will take place in Paris on June 12.

For details of the award categories, contact Marie-Françoise Serruys, marketing co-ordinator in Brussels on telephone +32 2 772 88 88; fax +32 2 772 8290; or e-mail: [mf.serruys@opengroup.org](mailto:mf.serruys@opengroup.org)

Universa 97's site on the World Wide Web is: [www.opengroup.org/universa/1997/](http://www.opengroup.org/universa/1997/)

## Ways to win competitive advantage in a networked business world

Business leaders will receive an update on ways to win competitive advantage in the networked world at this month's InterForum 97 in London.

Speakers at the one-day symposium on Monday April 14 include:

□ Bob Dies of IBM's network division and a member of IBM's worldwide management council and board of directors.

□ Andrew Boswell, JCL's group technical director and chairman of the UK Information Infrastructure Task Force.

□ Paul Maritz, Microsoft's group vice president for applications and systems. Mr Maritz oversees the divisions contributing to Windows, the Internet and consumer productivity software, including Office

Suite and Front Page. □ Dr John Crease, a creative leader in computing and chairman of Virtual University International.

□ Martyn Lambert, Sun Microsystems (UK), director of marketing and technologies. He heads a key Sun group, focusing on the demands of businesses looking to lever the commercial advantages of network-centric computing.

□ Ronald Heinz, Novell's senior vice president, worldwide sales, heading a team of 1,500 sales executives; key markets include government and education, plus enterprise solutions. □ Denis Aull, Lucent Technologies' Internet communications business vice president.

□ Joseph De Feo, president and chief executive of the Open Group; widely regarded as a world figure in IT operations. For seven years he led the IT and operations strategy for the Barclays Group.

### Venue

The symposium at the Queen Elizabeth II Conference Centre in Westminster is organised by InterForum (a not-for-profit organisation, open to both vendors and users alike), in association with the Financial Times.

The event chairman will be Peter Martin, international editor of the Financial Times. FT-TV will be covering the event. Philip Flaxton, executive director of InterForum says

this year's "visionary symposium will build on the success of the 1996 event which attracted speakers such as Oracle's Larry Ellison and BT's Sir Peter Bonfield. InterForum is the advisory organisation that educates and supports UK FIC on the business value of the networked world."

Delegates to InterForum 97 receive automatic entry to Intranet Expo 97 management seminars at London's Olympia 2 on April 15-16.

□ For further information on the London symposium, call InterForum in the UK on 0181 332 0446 (fax 0181 332 0448). □ More details are also available on the World Wide Web address: <http://www.interforum.org>

## Testing the system

From facing page:

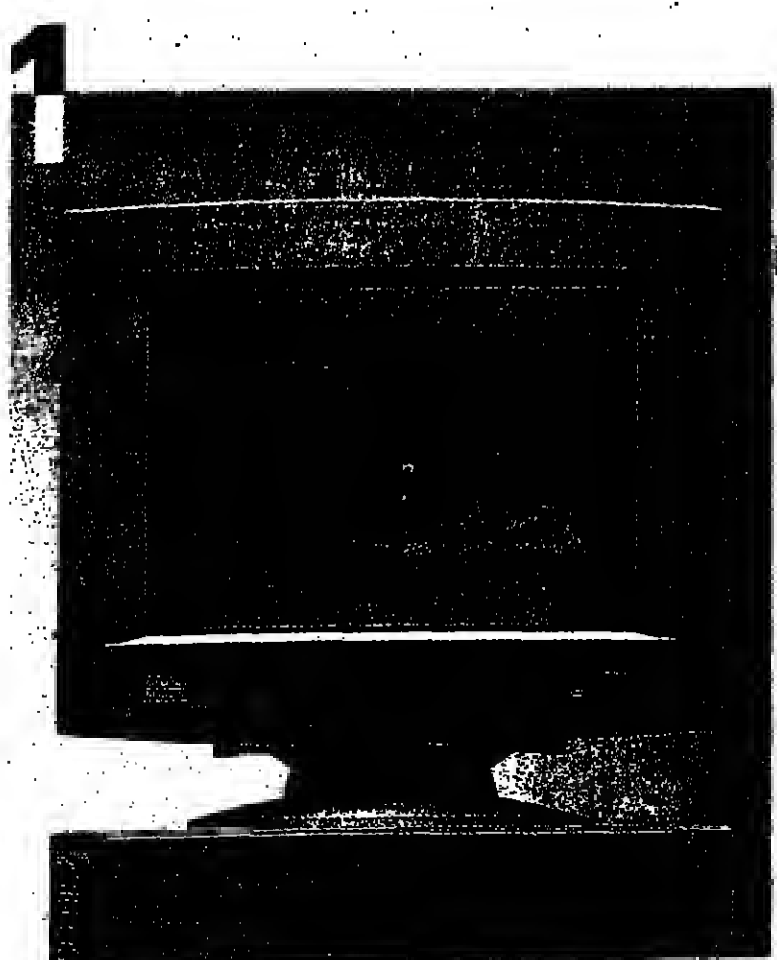
vast amounts of information on EMC Symmetrix systems while their computer systems are made fully compliant. With this latest purchase, Comdisco says that more than 15 terabytes of information are stored on EMC's mainframe and on open storage systems at Comdisco's disaster recovery and testing facilities worldwide.

"EMC provides the leading-edge storage technology that our customers need to manage any downtime or unexpected crisis," explains David Nolan, president of Comdisco disaster recovery services. "Companies need a

secure and high-performance storage area to test their most critical data while they engage in the monumental task of converting their systems to handle the effect of the year 2000 date change."

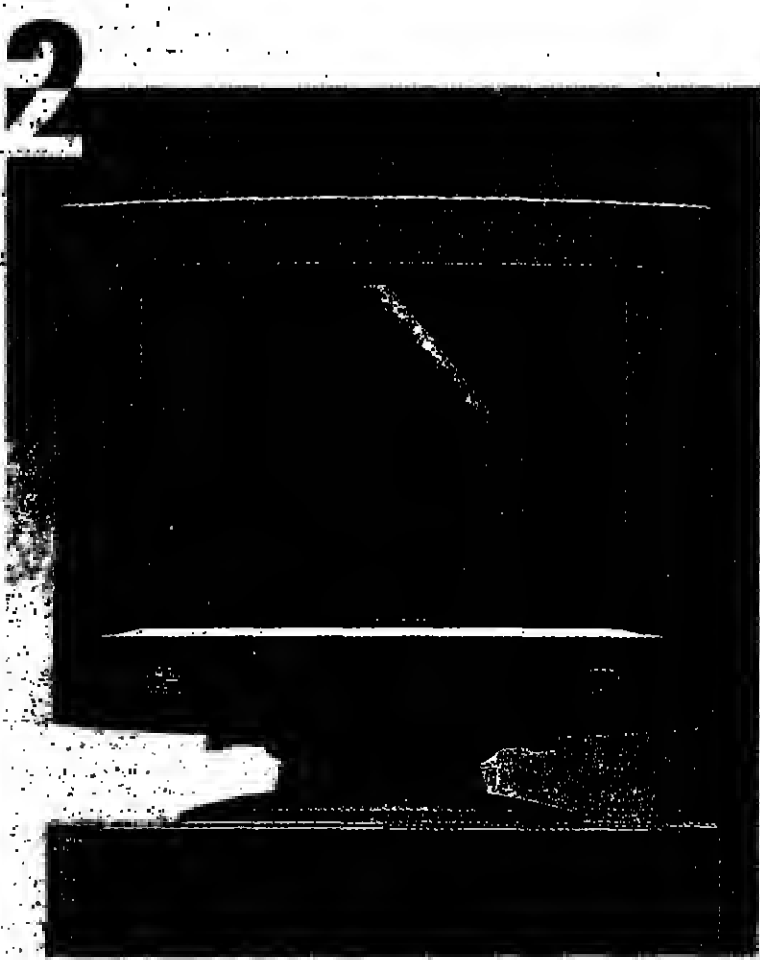
Meanwhile, EMC's Ruetters is bullish on the demand for this approach to the problem. "The market opportunity presented by the millennium crisis is huge. Industry analysts predict that more than \$600m will be spent worldwide on technology and services to convert computer systems. Businesses are expected to augment their existing storage capacity by 30 to 60 per cent to meet this challenge."

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Geographical Coverage: Europe, Middle East, Africa

Applications: Enterprise Networks

Cost: Volume Dependent

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Geographical Coverage: UK, Europe, Far East, Australia, North America

Applications: Banc WINRAR

Cost: Priced on a per concurrent user basis

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Geographical Coverage: Worldwide

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## COLLABORATION IN THE WORKPLACE

As a class of software, groupware is not only dead, it should never have existed. It has effectively merged with the intranet, although the intranet world has not realised it yet.

Groupware should never have existed as a separate category of software, because all software should enable people to work together.

When Doug Engelbart invented the personal computer at Stanford Research Institute in the 1960s, "he designed it to allow people to work together and share information across a network through a mainframe computer," says Professor Clive Holtham, Bull Information Systems' professor of information systems at London's City University Business School. "However, IBM launched a PC and this set the industry back 20 years," he claims.

Users, frustrated at their inability to get what they

## Groupware is dead, long live the intranet

The vital concept of better communications in business is gaining new impetus from intranets, or private networks

work-centric PC, groupware had to be invented," says Prof Holtham.

Groupware technology has been widely used to enable people to communicate, to share information, to gather information, to work together and, most importantly, to carry out business processes and execute transactions, often using unstructured data.

All of this was done, not just between people in a group, but between groups and enterprises.

In the process, a number of cultural issues were identified which had to be addressed before any benefits could accrue. Now that the corporate intranet has arrived, the IT vendors have implemented the new technology internally very much in the way that groupware was deployed and for the same purposes.

However, now that it is spreading like wildfire through the corporate world, it is getting hijacked by both users and employee communications professionals. They are turning it into a publishing medium, ignoring the more powerful uses of an intranet, which require a knowledgeable and innovative central group to co-ordinate and promote it.

Interestingly, these new enthusiasts are not aware that they are using groupware principles, yet they are identifying all the familiar cultural problems as if for the first time.

"People don't understand the power and the benefits of the intranet," says Mr Jack Mark, managing director of Unipower Systems, a consultancy specialising in groupware and intranet applications. (<http://www.unipower.co.uk>).

"The same problem arises

as with groupware, in that everybody is doing their own thing because it is so easy to develop. The power only begins to be felt when it is properly launched enterprise-wide, whether it is groupware or the intranet."

Lotus effectively defined the groupware market with their Lotus Notes software, which created an entire Notes industry. Lotus has completely rewritten it to utilise Internet standards and, in a controversial marketing move, renamed it Domino.

The name Notes now refers to the traditional proprietary client. Lotus was quickly able to claim, quite justifiably, that Domino is the best solution for intranets. All the other groupware products, such as Novell's Groupwise, ICL's TeamWare, Microsoft Exchange and Staffware have also adopted Internet standards.

New competition has come from intranet-based Oracle InterOffice Suite and Netscape, which had already purchased the Collabra groupware product and has built Internet standards into it.

"Our experience is that corporate users prefer integrated solutions that work, rather than assembling 15 different tools from public domain sites," says Professor Holtham.

"To date, it has proved easier for traditional groupware suppliers to migrate to intranet rather than new intranet suppliers to learn how groups work."

The current fashion for the intranet "is yet another 'drains up' exercise which rips out the underlying foundation, but in no way alters the principle of efficiency through information shar-

ing," says Mr Mel Eap, technical director at Sema, the computer services group.

"The strong groupware engines will survive through the turmoil and will be stronger as a result of an improved foundation. The weak groupware engines will die and be replaced by new entrants who will attempt to redefine the concept, but will probably fail to do so, because changing the technology does not change the principles."

One of the reasons why Lotus Notes was able to dominate the old groupware market was its unique embedded flat file database which could handle unstructured data.

Now the "universal server" - object-relational databases are becoming available, these should be used as a data store in intranet applications, including

Domino. There is only rudimentary groupware available on the external Internet, but Oracle has plans with its InterOffice product and is working with telecommunications companies to make it available to communities.

"Once we get electronic mail and billing implemented, we'll look at shared folders and conferencing for clubs and societies," says Richard Grogan-Crane, groupware marketing manager for Europe, Africa and the Middle East at Oracle.

The established workflow vendors, with their focus on business processes and transaction processing, are well-positioned to benefit from the intranet.

Sparbanken Sverige AB, one of the top three banks in Sweden, is in the process of giving its 11,500 staff intranet access to Staffware



Professor Holtham: "Groupware had to be invented"

(<http://www.staffware.com>)

applications using Java clients.

"Competitive advantage comes from the quality of the collaboration between an organisation and its custom-

ers and suppliers, not the act of collaboration itself," says Jeremy Renwick, UK marketing manager for ICL's TeamWare Group.

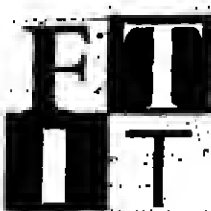
"The winner will not be the company that delivers

better technology, but the one that helps organisations to improve their business processes."

Mr Eap agrees: "The IT industry will one day mature to focus on the real issue, which is delivering benefit to users, rather than continually focusing on internal matters, such as which 'protocol stack' to use."

Embracing the intranet is the best thing to have happened to groupware. It has given the vital concept of working together a new impetus. At the same time, intranet developers can learn from a very large established body of knowledge on the use of groupware, especially how to change culture in order to get better business processes and generate competitive advantage.

The UK government has just completed a three-year study into collaborative working for competitive advantage. Seven groups of academics, consultants and business people evaluated more than 400 software tools. Gersh Shepherd co-ordinated the programme and has concluded: "It isn't technology, but business purpose, which brings competitive advantage."



Software at work

wanted from inflexible mainframe systems, used their PCs in stand-alone mode, utilising personal productivity tools, which never actually delivered measurable productivity gains.

Once networks had been developed, the term 'groupware' to describe software designed to let users work together and share information through computers, had to be invented to distinguish it from the damaging concept of stand-alone computing.

"In the absence of a net-

WORKING IN BENEFITS By George Del

## The promise of high returns

Despite managers' scepticism about new IT systems, intranets can deliver rapid cost-savings

Intranets, or private Internets, could deliver a spectacularly high return on a fairly small investment in a very short time.

This is the message which the computer industry is now trying to get over to its corporate customers. They are understandably sceptical, having heard such promises from information technology managers many times over the past 30 years and usually been disappointed.

This time, however, there are some reasons for thinking that the promises could be fulfilled. Experts are divided on the issue. Gartner Group warns that the majority of intranet projects are likely to fail to meet the business case on which they are based.

It urges users to be cautious and test the water before they plunge in, starting with small projects to augment rather than replace existing systems. The best case for intranets rests on the value of

simple Web publishing, it says.

However, a more bullish survey by Romtec and Dmrlacher has found that some companies are getting 1,000 per cent returns on their investments. International Data Corporation (IDC) found even higher returns in its analysis of intranets built on Netscape software, with a payback in six to 12 weeks.

Ms Kay Wesley, an intranet specialist at financial systems vendor Hyperion Software, says Gartner is too timid. "Intranet systems can be established more cheaply and easily than Gartner says and can deliver benefit in a few weeks," she says.

For companies which already have networks, most of the cost of an intranet is in staff time to set up the system. That can often be quite a small cost as intranet projects are not typically labour-intensive.

But the benefits can be very large, as some UK users are starting to

find out. Some leading companies say they are saving several hundred million pounds even in the first year of intranet usage. A substantial part of this saving is said to come from the elimination of storage, printing and distribution of documents which are made available to staff online.

Another benefit is that documents which are online are much more widely used than those which are kept on shelves, so there are improvements in productivity and efficiency as well as cost savings.

London Underground says it will get a return on its intranet investment - up to now only £70,000 - in just a few months. Two regular publications giving instructions to staff which cost around £500,000 a year to publish are soon to be cut out.

"Management still cannot believe that the intranet will deliver what we promised," says Mr Alec Bruty, the consultant who is running the

programme. "The only way to convince them is just to do it because they don't believe IT can ever deliver."

The number of users of the London Underground intranet is likely to increase from 1,000 to 4,500 within a few months. The return on investment should start to flow as the volume of publications is reduced.

Mr Bruty plans to add many other large documents such as the company information handbook, the group finance manual, the incident management system and the IT handbook. Not only will much more information become available to staff more easily but it should also be more up-to-date.

Users will have access to these documents, stored in HTML (Hypertext Markup Language), through Microsoft's Internet

Continued on facing page

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## Software applications

FT-IT 11

## Why intranets are catching on

Intranets will be a \$50bn market worldwide by the end of 2000

One of the biggest users of intranets is the Swiss Bank Corporation. In fact it has so many - around a 100 - that it has just appointed a head of intranets to co-ordinate them all.

Intranets take advantage of low-cost Internet technology such as Web browsers - software for searching the Internet and viewing information - to improve internal communications.

Sometimes intranets are linked using the public Internet network. But the information on them can still be restricted to company employees. Sometimes sites are linked using a company's own data network.

At Swiss Bank Corporation, owner of SBC Warburg, intranets are used for:

- Corporate accounting and credit information.
- Publishing research internally, and to a select group of 50 external clients.
- Trading information.
- Ordering information technology equipment.
- IT project management.
- Informing staff of regulatory changes.

The job of Marie Ades, the company's new head of intranets, is to unify the dis-



Swiss Bank Corporation: enthusiastic about intranets

parate sites so that employees can find information easily. The sites will also be given a common look and feel. All the company's sites can be searched using the Netscape Navigator Web browser, but the company is also standardising on Lotus Domino software.

This software will sit on the server computers that store the intranet information. Domino incorporates Lotus Notes information-sharing software. So employees will be able to input information to Web sites either through Notes or through their Web browsers.

It will also be possible for SBC to set up workflow applications - which control the flow of work between users in a team.

According to Mark Robertson, managing director of Blue Curve, an Internet consultancy working with SBC on the project, "SBC is using intranets because they offer a very low-cost architecture for information sharing and increase the timeliness of information."

"Previously, credit policy information was going out-of-date as soon as it hit the user's desk," he says. There are also savings to

be made from intranets. Robertson says that it is cheaper to make information available via an intranet than it is to print it.

Airline network Sita's intranet is also saving money for users in the aviation industry. Airlines and aerospace companies can cut costs by replacing international leased lines with a single connection to Sita's AeroNet Intranet. This can be accessed from 500 cities in 100 countries.

The 30 or so airlines and aerospace companies belonging to it - including British Airways, KLM, Boeing, Pratt & Whitney and Rolls Royce - can use it to access dig-

italised information from manufacturers. This is faster and cheaper than getting the same information on paper or microfilm.

For example, British Airways uses AeroNet to get aircraft engineering drawings, manuals and so on, direct from a Boeing database in Seattle.

Manufacturers of aircraft engines can also save time and money by exchanging large computer-aided design/computer-aided manufacturing files with a range of suppliers over the aviation community Intranet.

Setting up a Web site for intranet use is not expen-

sive. Norwich Union's Microsoft-based intranet solution includes a lot of free software and has not required a dedicated project team.

Digital Equipment sells a self-build Web server package (also available from its intranet partner BT), including an Intel or Alpha-based computer, a Digital Alta-vista firewall (to keep out hackers), some consultancy and some Microsoft software at a starting price of \$28,000.

This will enable a company to build a Web site that can be accessed by an unlimited number of employees. A second package including the same ingredients but extra security starts at \$10,000.

However, the real price of an intranet is in the running costs: the time it takes to keep information up to date and to manage the network.

Roger Whitehead, director of the Office Futures consultancy, says: "As more and more people begin to use an intranet, it can become unmanageable. Users don't know what's on there or how to find it. So they either narrow their focus, or give up."

"One of the first tasks facing any company is to decide who can put information on the intranet, who guarantees its quality, and how it should be organised," says Whitehead.

When faced with this problem, US workstation company Silicon Graphics created the Silicon Junction Web site, that is the central point of its intranet. So users always know that they can go there to get a list of all the company's other sites.

"Their approach is to let a 1,000 flowers bloom," but organise the intranet so that you can find the different species," says Whitehead.

"Another way of simplifying the management of an intranet is to put Lotus Notes at the back of it, and it will organise all the information and the links to different applications," he says. "Setting up a simple intranet is cheap and easy, but once you get to a certain size, the cheapness argument is less forceful."

NEW COMPUTER LANGUAGE By George F....

## Wide-scale adoption has a long way to go

The potential of Java is impressive, but its strengths remain to be proven in practice

Java is the language of the future but not of the present, according to a worldwide survey of intranet developments by the Kephon consultancy.

The survey found little evidence that users were adopting Java, the object-oriented programming language promoted by Sun Microsystems, for developing corporate systems running on their private intranets.

The language, which was launched by Sun in May 1995, has in the past couple of years generated a volume of publicity unprecedented for any new computer language.

It seemed to industry insiders to be capable of turning the Internet from a clever toy into a serious computing system for business.

It was acclaimed as the answer to systems designers' prayers, offering re-usability and portability of code to an extent never achieved before - a big step beyond the extremely successful C++ language, from which it derives.

It would allow users to have cut-down personal computers ("network clients") on their desks, on to which they could download applications from an Internet or intranet server whenever they were needed.

Software could be updated by downloading through a browser tool only the parts of the application which had changed since the last delivery, in the form of "applets" - little

applications, software modules, or components. Distribution of software would thereby be revolutionised.

This approach if successful could force many software companies to re-think their product strategies radically. It could threaten Microsoft's dominance of the operating system market, since it would make the browser the most important element of the desktop system.

Microsoft plays down its importance. Its Internet tools product manager Mr Mike Pryke-Smith says: "Java is a useful language, but we don't see it as the only one for intranets."

Java is also a big challenge to applications developers, especially developers of groupware and workflow systems

as it did for browsers. "There is no question that Java is an important breakthrough," says Mr Eric Broussard, Netscape's marketing manager for Europe, "but it will take time for a lot of companies to adopt it."

Lotus has retrained hundreds of its staff to be able to cope with Java and plans to recruit more. Its parent company IBM is spending several hundred million dollars on Java development.

But although users say they favour Java over all other options for intranet development, few of them seem to have taken the idea very far. Some analysts had forecast widespread adoption of Java during 1997, but they may be wrong.

Many users appear to be doubtful about whether it is yet mature enough to tackle important new corporate systems.

"Our survey suggests that use of the intranet for Java application is still some way off," says Kephon's research director Mr Mark Lillycrop. "There is not much of this kind going on."

The immaturity of Java tools and the scarcity of expertise in designing and developing applications in the language are holding up its progress with users despite a lot of interest in it, he says.

Creating an intranet is not a particularly hard job, but exploiting it to the full is a much bigger challenge. At present, intranets are generally being used for much less ambitious projects than Java applications could deliver.

The typical use of current intranets is for distributing information across a company, extending the existing email and groupware systems, the Kephon survey found.

Leading tools developers, such as Netscape and Lotus Development, have been keen to emphasise their commitment to using the language. Netscape plans to give away Java applications in an attempt to create a new market in the same

way as it did for browsers. "There is no question that Java is an important breakthrough," says Mr Eric Broussard, Netscape's marketing manager for Europe, "but it will take time for a lot of companies to adopt it."

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## New business advantages emerge

Continued from facing page

Explorer browser software. Intranets, if they work, certainly seem to change the timescale for return on investment dramatically, typically from four or five years for previous generations of IT to a year or two at most.

Many of the benefits will be "soft", or less easily quantified. For example, easier access to corporate information systems should open the way to much more flexible working patterns.

Being in the office will no longer be necessary for many purposes. Office space can therefore be saved by sharing desks and the

amount of travelling time can be reduced. Another soft benefit is staff morale. Keeping staff informed can contribute a lot to team spirit. If staff hear a rumour of a management decision affecting their future, which is confirmed several days later by a typed memo, they may be disappointed.

An intranet message from the chief executive's office could reach them only a few minutes after the decision is taken.

Intranet systems vendors are now starting to focus on such aspects of corporate culture in an effort to persuade doubtful managers of the many potential

advantages of the technology. If intranets do, ironically, turn out to deliver very cheaply the benefits which all the billions invested in IT for 30 years have failed to give, then the implications for international competitiveness will be serious.

Meanwhile, Mr Andy Grove, chief executive of Intel, and Mr Richard Thoman, chief finance officer of IBM, have both said that Europe may be damaged by lagging behind the US in its adoption of new technology.

European companies are not adopting e-mail and Internet technology fast

enough, they argue. The Romtec-Duracher study provides evidence to support their case. Only 12 per cent of the top 1,000 UK companies have so far installed intranets, against 68 per cent of large US companies, it found. The reason was that UK managements did not see the potential benefits of the technology.

Other studies also suggest that top managers in the UK are neither IT users nor IT enthusiasts. The UK therefore seems to need 'an army of Mr Bruts' to work on their managers and show them practical achievements which will persuade them to change their attitudes.

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FINANCIAL TIMES

Media &amp; Telecoms

New competition in association with 3Com, the computer networking company



## Your chance to join the Boston FT Party

A memorable prize trip to Boston, Massachusetts, in June

A seven-day trip for two to Boston in the US, with excellent hotel accommodation, spending money - and a yacht trip - forms the prize package being offered to FT readers in a new competition launched today in association with 3Com, the computer networking company.

Boston, in early June, will be the scene of big celebrations as the latest port-of-call for the BT Global Challenge yacht race as the vessels arrive after weeks in inhospitable conditions on the high seas.

The winner of the Boston FT Party competition - plus his or her guest - will have a chance to meet the yacht crews and make a four-hour trip on the 3Com yacht.

The prize-winner and guest will fly to Boston on June 24 and return on June 30, having spent seven days (six nights) relaxing in Boston.

The winner and guest will be met by FT journalist Richard Donkin, one of many people drawn from all walks of life who have taken part in the Global Challenge. He recently spent 43 often stormy days sailing from Rio de Janeiro in Brazil to Wellington in New Zealand as a crewman on the 3Com yacht.

To enter the competition, readers simply need to answer the following 12 questions.

1. A corporate way of saying 'computer communication compatibility'.
2. A shower-proof Challenge port?
3. This Challenge boat could be mistaken for a sea dog.
4. Pioneering explorer who gave his name to South American straits.
5. He sits in Equatorial judgment when crossing the line.
6. Missives on the Internet?
7. This challenge boat waits for no man.
8. A place on the Internet to spin a spider's trap?
9. This whale is sometimes called a killer.
10. The ship that carried Cpt James Cook on his second and third voyages of discovery.
11. Country for a Royal Challenge sailor?
12. Digging for covering corpses?

3	_____
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M	_____
N	_____
E	_____
T	_____
W	_____
O	_____
R	_____
K	_____
S	_____

Entries can be posted or faxed to the address below. The closing date is April 21, 1997. Fax no: 0181 780 0076.

The FT/3Com Boston Competition  
FREEPOST,  
Europe House,  
225-257 Upper Richmond Road,  
London SW15 8BR

Notes: This competition is not open to the staff (and their families) of the FT group, 3Com or BT. Pseudonyms or false names do not constitute proof of entry. In this prize draw, the winning entry will be drawn on April 22 and announced in the May 7 issue of the FT-IT Review; names of winners will be available upon application after April 22, but no correspondence will be entered into. The judge's decision is final. No cash alternative will be offered. Prizes are subject to the law of the land and will be subject to the terms and conditions of the FT or companies approved by the FT.

The first letters of the answers combine to spell out the phrase 3Com Networks. The answers to many of these questions could be gleaned from viewing the BT Global Challenge web site: [www.btchallenge.com](http://www.btchallenge.com)

Your name: \_\_\_\_\_

Address: \_\_\_\_\_

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Daytime tel: \_\_\_\_\_





Unruh: 'Competition in world markets is bringing the subject of information management right squarely to the centre'

Since he took over in 1990 as chairman and chief executive of Unisys, James Unruh has overseen the transformation of his company from a traditional mainframe supplier into what he calls 'an information management company'.

"Our objective is to work with clients to help them create competitive advantage through better management of information in their organisation," says Unruh, who was senior vice president for finance at Burroughs in 1986 when his group merged with Sperry to form Unisys.

Unruh argues this objective is necessary because two of the props which traditionally helped businesses build sustainable competitive advantage are no longer sufficient. "Since the industrial revolution we have based competitive differentiation on product and, in more recent times, on quality," he says.

"But in most industries, product life-cycles are so short that you really cannot have a sustainable competitive differentiation on that basis."

At the same time, he argues that in order to compete with Japanese manufacturers, both US and European companies have had to

## Customer-service is crucial

The first step in unlocking the value of information technology is to listen and understand what the client really wants, says James Unruh, who also sees the growth of the Internet as 'a huge services opportunity'

raise their levels of quality, "to the point where quality as a differentiator becomes more of a question what happens if you don't have it."

Instead, he argues that companies need to focus on customer-service and creating value for their customers. "As I look at it, that brings the subject of information management right squarely to the centre," he says.

The Unisys chief executive argues that the first step towards creating value for a client is to listen and understand what the customer wants - "most of us do not listen well to what our clients tell us". For example, he says companies often fail to recognise how valuable complaints are: "We think of them as irritations, something we have to deal with."

However, he believes the best single place to find out what customers want and what they value, is by analysing a company's own data. "Transactions disclose

customers preferences, how they do business, what they buy, and so on," he says.

Unlocking those insights through techniques such as data-mining and then making the results available to those making decisions and the people who are actually dealing with customers, "becomes a critical part of information management," says Unruh.

In terms of Unisys itself, Unruh says the company reached the conclusion that while technology itself was a very critical thing, and no less critical than it ever was, it is no longer anything like sufficient to really work with a client and create value.

So, he says Unisys typically begins work with a client "with an involvement at the level of information planning-type consulting." The second step is systems integration work - "sometimes it is selling a standard application, sometimes it's using

software from some other source, sometimes it's a custom development with a client - it all depends on the situation," says Unruh. The final step, he adds, is providing "life-cycle support services" such as traditional maintenance work, help-desks or outsourcing services.

As Unruh notes, this is a sharp change from the group's original box-pushing business. "Five years ago we were a mainframe computer company, the business and economic essence of the company was to sell a mainframe computer and take the maintenance contract. In hindsight, it sounds like a fairly simple business."

Beginning in 1992, he says, "we began to create a different company, not abandoning our technology business, but to go well beyond it." Unisys completed the restructuring process at the beginning of 1996, adopting what Unruh describes as "the 'three businesses-one

company' structure".

"Going back to the beginning of the process, there was never any doubt in my mind that I was going to move us to a business-based organisational structure, rather than a function-based organisational structure," he says. "But it took time to develop the businesses to the point where one could really do that."

He says the restructuring helped accelerate the transformation of the group, "because underneath the covers of whatever gross revenues we have, we are building 'a new automobile'. The old traditional [mainframe] business is declining and will continue to decline," he says, but nevertheless emphasises that there will be a continuing requirement for "enterprise servers."

"It is going to be a smaller marketplace and those enterprise servers are going to look different, they already do," he says. "It is a very good business, but you don't invest in it as if it were a growth business."

The growth opportunities that Unisys has targeted include the IT consulting and computer services businesses, including IT outsourcing. "Companies, including those in the computer industry, tended to be completely integrated vertical companies, doing all kinds of functions," says Unruh. "What is happening is that increasingly organisations are determining what their specialities are, what their core competencies are and the areas in which they add value."

Outside of these areas, operations such as building, maintaining and operating complex computer networks are being outsourced to IT specialists, such as Unisys. Unruh rejects suggestions that outsourcing will turn out to be a temporary fad, but he does accept that some outsourced business will be taken back in-house - "the trend will go to the extreme and then come back into some kind of balance," he believes.

Aside from the IT outsourcing market, Unisys is targeting several specific vertical markets for growth. "In a vertical market sense, I view the business increasingly as a grouping of segmented markets or niches that one plays in, or tries to be a dominant

inant or leading provider," he says. Traditionally, Unisys has been strong in the financial services and government sectors. "I think there might be some debate as to which segment of financial services could exhibit the fastest growth in IT over the next few years," says Unruh. "When I look at the gap to be closed - from where they are to where they need to be - then it's the insurance sector that really has a lot to catch-up."

"But the financial services industry is in a huge transition, so there is a lot of growth and their products are all information-based products."

Similarly, in the public sector he notes that while the money is going to be in

**'The financial services industry is in the midst of a huge transition'**

shorter supply, the need is even greater to apply technology to try and cope with the overall cost-problem of providing services."

Other attractive markets include the communications industry. "The areas to go for are those in chaos," says Unruh. "And I think we are just peering over the edge into the chaotic period of the communications industry. A lot has already happened, but there is a lot to go. De-regulation is really only just beginning, so there is going to be a lot of opportunity in that industry to help them with their issues."

Along with most other companies in the IT sector, Unisys also sees the growth of the Internet and Internet technologies as "a huge services opportunity."

"The history of new technology in our industry has two strikingly consistent things about it," says Unruh. "One is that we have, almost without exception, over-estimated the impact of new technology in the near-term - and at the same time, almost without exception, under-estimated the impact of it in the long-term. I think the Internet fits squarely in this category."

TO MAKE THE WEB READY FOR BUSINESS WE HAD TO OVERCOME NUMEROUS TECHNOLOGICAL HURDLES  
**NOSEY** PEOPLE FOR EXAMPLE.



It is a scientific fact that people are nosy and the thing they want to see the most is the thing you least want them to see. This explains why the Web is full of stuff that is so unimportant that it doesn't matter if everybody sees it. Stuff like UFO chat lines, pictures of dead rock stars and short stories that nobody would publish on real paper.

True, there is some business stuff. But it's mostly 'brochureware', general information aimed at the broadest audience and, therefore, not terribly critical to anyone. This is because, in technological terms, security is lousy.

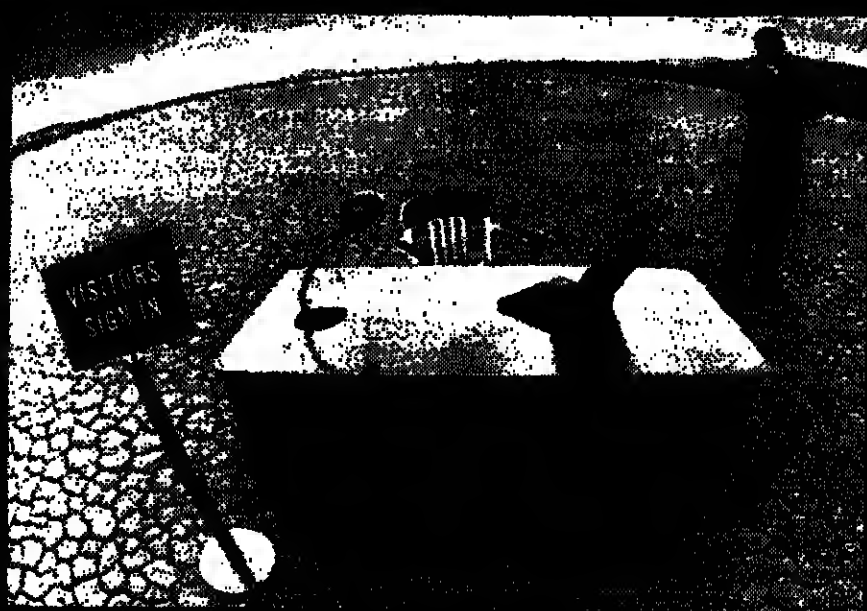
True, you can prevent people from getting into your system. But once they're in, they're in. The secretary in accounting sees what your director of finance sees. Your freelance brochure writer sees what your marketing manager sees. Everybody gets into everybody else's business. It's HUMAN NATURE. Thus, the Web is not used to let the right people get to the kind of useful but-sensitive information they need to do their jobs.

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### SOFTWARE AT WORK

## Java applets are 'some way off'

From previous page:

Mr Lillycrop also sees a potentially serious problem in developing Java applications which are both reusable and maintainable, especially if the use is combined with that of a less pliant language such as C.

"If you put C or C++ programmers on to writing Java you may end up with code which is a hybrid and will be very hard to manage," he foresees.

Nonetheless, Mr Lillycrop along with most other analysts, thinks that Java is the language of the future and sees no alternative on the horizon for intranet development.

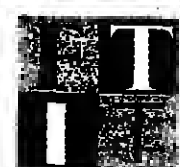
"It will just take time for people to re-adjust to it and gain the skills to make use of it," he says.

Re-training staff to be able to write Java programs will be a time-consuming and expensive task.

Recruitment of people with the aptitude for Java programming will be very hard in the next few years as companies compete for scarce skills to deal with the year 2000 date-change problems and the expected launch of European Economic and Monetary Union (Emu).

There are already signs that new development projects such as building intranets are being postponed while users concentrate on those more urgent tasks. Some companies are said to be freezing all new development until the date is solved. This could delay the mass exploitation of Java for the intranet for several years.

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**IN BRIEF**

**Monsanto agrees Calgene purchase**

Monsanto, the St. Louis-based chemical and life sciences company, said it had agreed with Calgene to acquire the remaining shares of the California-based biotechnology pioneer for \$8 per share. Page 19

**Energy Africa seeks black investors**  
Energy Africa, a sub-Saharan Africa's only private sector oil and gas exploration company, wants to attract more black empowerment groups to its shareholder register. Page 18

**NCS in wide-ranging overhaul**  
Nippon Credit Bank, one of Japan's top 20 banks, announced a restructuring that includes withdrawal from overseas operations and staff cuts of more than 20 per cent. Page 21

**Trafficmaster extends to Germany**  
Trafficmaster, the traffic information provider, will today announce it is extending its system to Germany in an agreement with Mannesmann Autocom, the German telecommunications group. Page 23

**Grupo Torres out of receivership**  
Grupo Torres, the ill-fated holding company set up in Madrid by the Kuwait Investment Office, has emerged from receivership. Page 18

**Panel backs ANZ in Indian bank row**  
Australia and New Zealand Banking group (ANZ) said it could book a large abnormal gain after an Indian arbitration panel ruled in its favour in the company's dispute with India's National Housing Bank. Page 21

**Dexia 1996 net income up 10%**  
Dexia, the Franco-Belgian banking group, announced net income up 10 per cent to FF3.2bn (\$599m) for 1996. Page 20

**Kroll agrees to takeover by Equifax**  
Kroll Associates, the best-known operator in the world of corporate gunshots, announced that it had agreed to be taken over by Equifax, an Atlanta-based credit-checking company. Page 19

**Brazil's Varig reports losses of R\$64m**  
Varig, the Brazilian airline, released headline figures showing losses of R\$64m (US\$60.4m) last year after losses of R\$7m in 1995. Page 19

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**Chief price changes yesterday**

FRANKFURT (DEM)	PARIS (FF)
Pharmax	254 + 12
Pharmax	1285 - 65
Pharmax	285.5 - 26.5
Pharmax	390 - 18
Pharmax	455.5 - 13.5
Pharmax	888 - 24
NEW YORK (US)	TOKYO (YEN)
Pharmax	38 + 214
Pharmax	254 + 2
Pharmax	394 + 34
Pharmax	294 + 114
Pharmax	428 - 14
Pharmax	224 - 14
LONDON (Pence)	HONG KONG (HK\$)
Pharmax	390 + 20
Pharmax	1284 + 17
Pharmax	1504 + 12
Pharmax	255 - 25
Pharmax	6774 - 374
TORONTO (C\$)	SINGAPORE (S\$)
Pharmax	6.35 + 1.05
Pharmax	7.25 + 0.75
Pharmax	1.85 + 0.5
Pharmax	5.15 - 0.75
Pharmax	5.5 - 0.75
Pharmax	29.0 - 2.5
Pharmax	38.25 + 2.5
Pharmax	400.0 + 20.0
Pharmax	24.0 + 2.0
Pharmax	31.0 + 6.25
Pharmax	120.0 + 10.0
Pharmax	50.0 + 5.5

New York and Toronto prices at 12.30pm.

**Investors shiver in Wall Street chill**

By Richard Waters and Lisa Branstetter in New York

Like the savage snow storm that has just blown into New York on the heels of a balmy spring weekend, the sudden chill now descending over Wall Street has come as something of a surprise.

Last Tuesday's US interest rate rise - the first in more than two years - had been so well telegraphed in advance that it appeared to have passed with barely a shiver. But since then the investment barometer has swung sharply.

A bounce in share prices yesterday morning brought temporary respite. After two sessions of steep losses, investors were once again picking their way through the most damaged sectors of the stock market in search of bargains. But the mood has changed.

Mr Peter Anderson, head of equity investments at Federated Investors, a mutual fund group, was among those to display this new-found caution.

While hunting yesterday for bargains among the stock market's fallen stars, such as technology and financial services companies, he confessed to a heightened awareness of risk. Companies that seem most in danger of falling to live up to earnings expectations are being weeded out of his portfolio. "We're somewhat more defensive," he said.

Such caution now holds sway. It may be too early to predict a bear market, but the sudden shift in sentiment suggests the bull market faces its toughest test for some time.

**Caution has become the market's watchword after the Fed's rate increase**

gests the bull market faces its toughest test for some time. In the perverse logic of the markets, it has taken a powerful start to the year for the US economy to threaten the Wall Street's sense of well-being. After six years of economic expansion, there is simply too little slack in the system - too few workers to hire, too little unused production capacity - to keep raising output without

flowing into equity funds than out, it adds - though interest has shifted from the riskier "aggressive growth" funds that drove the stock market's advance in recent months. The threat that prices of long-dated bonds could continue their declines seems, at least for now, to be damping demand for these instruments. But short-term instruments, which carry less risk, already

**Still searching for bargains among high-tech stocks but now feeling 'somewhat more defensive'**

Peter Anderson of Federated Investors

putting pressure on costs.

The Federal Reserve's self-declared pre-emptive strike last week seemed at first glance just the thing to cool the economy's heels. But on further consideration, the markets have decided it may well take one or more moves this year to have the desired effect.

The rise in interest rates already seems to be having an impact on investors' behaviour. T Rowe Price, one of the US's biggest mutual fund groups, reports that its customers have shifted some money from equity to money market funds since late last week. There is still more cash

offer an attractive yield of nearly 6.5 per cent should that rise above 7 per cent, it would begin to present a serious challenge to equity investment, said Mr Henry Kaufman, a Wall Street economist.

The global economic backdrop is also likely to become less supportive to the US stock market than in recent years, he adds. The economic woes of Europe and Japan have kept global interest rates low, creating a surge of liquidity much of that money has found its way into the US Treasury bond markets, indirectly keeping borrowing costs for US companies low and putting a

solid foundation under share prices. If - a big if - the global interest rate cycle is turning, Wall Street will no longer be such a powerful magnet for the world's capital.

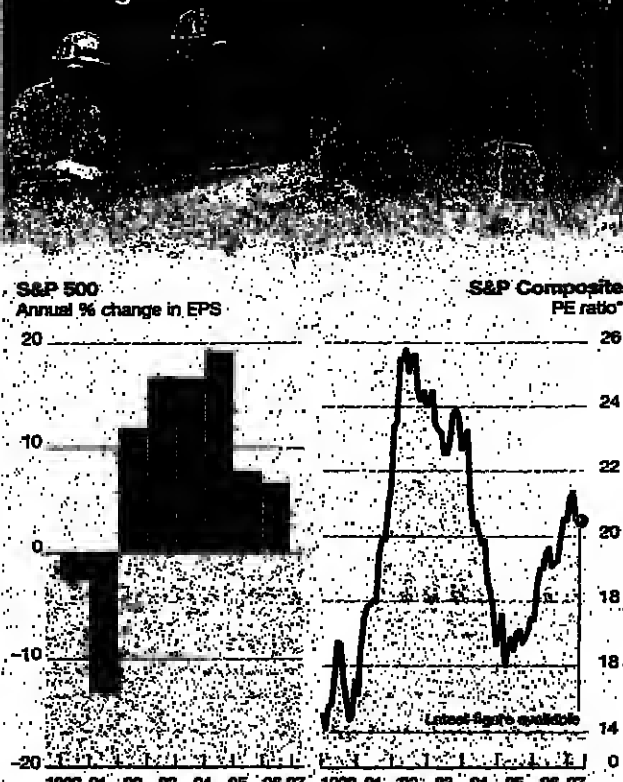
None of this necessarily means that the long US bull market is dead. Indeed, many on Wall Street - including the bearish Mr Barton Biggs of Morgan Stanley - predict one last surge for the stock market, as the Fed succeeds in extending US expansion.

But one of the other key supports for shares, the earnings growth of US companies, looks to be weakening. And without a steady rise in profits, it will be hard for the stock market to shrug off the rise in interest rates, as it did in 1994.

US analysts and economists expect the crunch in earnings to come in two stages. First will be the squeeze on profit margins in the first half of this year, as US companies wrestle with higher labour and materials costs. The stronger dollar will dent the profits of the multinational companies which have led the 1990s bull market. Then, further ahead, the Fed's attempts to put the brakes on the economy will add to the pressure by damping consumer demand.

Earlier in the economic cycle, adjustments like these need not have had a serious long-term impact. Now, though, costs are rising, says Mr David Hale, an economist at Zurich Kemper Investments, producing "a traditional late-cycle squeeze".

**US corporate earnings: heading for a fall?**



The price/earnings ratio on US stocks remains at a steady level, just as corporate earnings growth looks to be running out of steam. That may not be a recipe for disaster, but it leaves corporate America with a lot to live up to in the months ahead.

Lex, Page 16; International bonds, Page 24; World stocks, Page 36; London stocks, Page 32

**Bre-X dealings in second system failure**

By Kenneth Gooding in London and Scott Morrison in Vancouver

The Toronto stock exchange's computer system was overwhelmed yesterday for the second time since Thursday when shares in Bre-X, the Canadian exploration company, resumed trading after a one-day halt.

More than 2m shares of the troubled Calgary-based company changed hands in the first two minutes of trading and 7.78m were traded in 22 minutes before the system crashed. Bre-X has 237m shares in issue.

Bargain hunters pushed the Bre-X price up 54 per cent, or C\$1.35 to C\$3.55, in early trading. The computer system was down for nearly an hour before trading, excluding Bre-X, resumed.

Minutes before trading in Bre-X started, the company issued a brief statement indicating that a report by Kibborn SNC Lavalin on Bre-X's Bunsang gold prospect in Indonesia, was more complicated than had been expected.

The report was due to be published yesterday but the company said it required "a more thorough review by Bre-X's technical team than initially anticipated". Separately, the Toronto exchange said it had started an investigation with the Ontario Securities Commission into the events that led to a collapse in the Bre-X share price. It would focus on trading patterns and disclosure issues.

Authorities would be looking for unusual share trading patterns that might indicate persons or institutions acted on information that had not yet been made public.

They would also try to determine whether Bre-X had withheld information. "It's routine that we would do this," said a TSE official. He was unable to say how long such an investigation would last.

Meanwhile, a number of US shareholders in Bre-X have initiated legal action against the company and some of its directors. Mr Steve Schulman at Milberg Weiss Bershad Humes & Lerach in New York said his firm had been approached by some investors. He was aware of two or three similar actions being considered by Bre-X shareholders in New York and California.



Jean-Louis Beffa: aiming to cut his stake in Suez

**Suez approves Lyonnaise merger**

Board proposes special dividend likely to total \$533m

By Andrew Jack in Paris

The board of Suez, the French holding company, yesterday gave its approval for a merger with Lyonnaise des Eaux, the utilities group. It proposed the payment of a special dividend, likely to total more than FF3.3bn (\$533m), before the deal.

The dividend announcement removes a potential obstacle to the merger preceding a discussion by the board of Lyonnaise des Eaux today and more detailed talks between the two companies on April 11.

The announcement was made on the day Mr Jean-Louis Beffa, chairman of Saint-Gobain, the glass and building materials company which owns 6.3 per cent of Suez, said he was in favour of the merger

on condition there was an exceptional dividend paid out first. He added that he intended to "significantly" reduce his stake in Suez as part of a plan to unwind the cross-shareholdings between his group and a number of other French companies, which include Banque Nationale de Paris, Axa-UAP and Générale des Eaux.

In response to pressure from investors keen to ensure they receive compensation after the poor performance of the shares over several years, Suez said it would pay a cash dividend to reflect the capital gains made last year when it sold its subsidiary, Banque Indosuez.

That would suggest a maximum payment of FF3.4bn, and those close to the discussions indicated yesterday they

expected the "super-dividend" to total at least FF3bn.

Under current plans, if investors vote in favour of the merger, those with stakes in Suez would exchange between 2 and 2.1 of their shares for each Lyonnaise share.

Morgan Stanley, the investment bank, has been the lead adviser to Suez with assistance from Banque Indosuez, and Bankers Trust, the financial services group, has been adviser to Lyonnaise des Eaux, with assistance from Crédit Lyonnais.

Goldman Sachs, the US investment bank, is expected to provide a "fairness opinion" on behalf of Suez and Crédit Commercial de France for Lyonnaise when the boards next meet on April 11. Suez published its 1996

results yesterday, which confirmed its return into the black with net profits of FF843m after reporting losses of FF3.96bn in 1995.

The figures included the effect of FF3.61m in charges triggered by the sale of its portfolio of property loans, and FF500m against its investment in the recently merged insurance group, Axa-UAP.

However, Suez reported net exceptional gains of FF121m after taking into account FF791m in the sale of non-strategic investments. There was a further FF351m in profits triggered by subsidiaries it sold in 1996 - notably Banque Indosuez and Gartmore.

Logic is simpler, Page 20  
Saint-Gobain results, Page 20

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## COMPANIES AND FINANCE: INTERNATIONAL

# Dispute blocks Bezeq's path to market

Planned flotation of the Israeli telecoms group is being held up by a row between shareholders

Investors in Bezeq, Israel's state-controlled telecommunications network, were disappointed that its 1996 results gave no hint of a resolution of the long-running dispute between the company's two largest shareholders, the Israeli government and Cable and Wireless.

The UK-based telecoms group has 10 per cent of Bezeq's shares (and one seat on the board) and wants a further 10 per cent. But Mrs Limor Livnat, Israel's communications minister, argues that Bezeq is vital to Israel's security and is against foreign groups having a substantial stake in the company.

Last year she gave new weight to existing laws which prevent any company from buying more than 5 per cent without first informing the government. C&W could ask, but it would be turned down.

C&W was more than disappointed. By acquiring more than 10 per cent, it

could have consolidated Bezeq's results in its balance sheet.

Furthermore, Mr Richard Brown, C&W chief executive, sees Bezeq as the core of his Middle East strategy.

Over the past several months, both sides have been trying to agree a compromise, through which C&W and the government would form a joint company to control 20 per cent of Bezeq.

The state would hold 51 per cent of the joint company, and C&W the remainder. This might allow the UK company to consolidate Bezeq's results in its balance sheet.

So far, however, government approval has not been forthcoming.

Mr Avi Hochman, acting chairman of Bezeq, says the failure to reach agreement is damaging strategy, in particular the planned flotation of the company.

Impatient to be free of government control, the company is hoping to reduce the

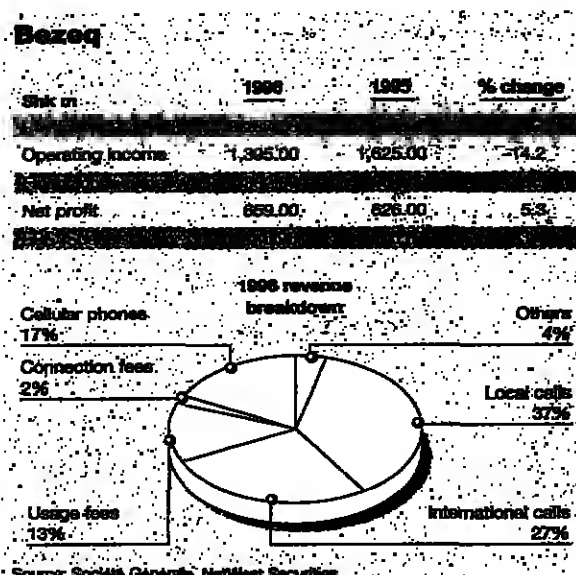
state's stake from 75 per cent to 51 per cent by the end of this year, through an international or a domestic listing, or both.

"We have to know where the government stands with C&W before we even consider issuing a prospectus or approach the international markets," Mr Hochman says.

He would prefer an international listing to a domestic one, since the Israeli market is too small to absorb a 25 per cent tranche of Bezeq shares. The response to Bezeq's recent \$150m seven-year syndicated loan at 0.325 per cent above Libor reassured it of investors' confidence.

The company has modernised itself beyond recognition. It has managed to stop long delays in installing new lines - less than 10 days is now the norm - and the entire national network has been digitalised over the past five years.

Bezeq intends to raise a total of Shk1.5bn (\$446m) in loans this year to cover its



Source: Societe Generale, NatWest Securities

Shk3bn debt to the government and Shk4bn owed to banks and other financial institutions.

An international listing would allow Bezeq to expand into new markets, to cope

with competition at home when the international telephone sector is liberalised later this year.

This will reduce the cost of phone calls by between 50 per cent and 70 per cent.

Flotation would also give Bezeq much-needed cash to finance a Shk10bn five-year programme, which will include improving infrastructure and services.

Competition will inevitably affect Bezeq's balance sheet. More than 27 per cent of its annual revenues, which stood at Shk8.2bn last year, will be challenged as its monopoly breaks down.

There will be some compensation from the government - its royalties, for example, will decrease from 8 per cent to 5 per cent. And Bezeq will receive fees from rival international operators who have to use its network to deliver their calls.

But Mr Hochman admits the government could do more to prepare one of Israel's most successful companies for competition.

Bezeq's existing licence enables it to provide conventional "plain old telephone services". Mr Hochman,

however, wants to diversify into the growing multimedia market.

"We have to enter many more services - teleshopping, banking. But we cannot do that until the licence is brought up to date," he says.

In spite of its commitment to privatisation and competition, the government seems slow in preparing Bezeq for this challenge.

"All we are asking is that Bezeq is given the chance to compete fairly," Mr Hochman says.

But planning is difficult while uncertainty remains over the flotation.

"Bringing the government's stake down to 51 per cent is achievable this year. Give me the mandate and I will show it is achievable," he says.

Like investors, Mr Hochman is still waiting for the green light from the government and the end to its dispute with C&W.

Judy Dempsey

## Israeli banking group ahead 9%

By Avi Machlis in Jerusalem

Bank Hapoalim, Israel's biggest banking group, yesterday said net profits rose 9 per cent in 1996, after a 15 per cent increase in the fourth quarter.

Hapoalim is at the centre of the government's plan to rapidly sell off its holdings in companies and banks. Two investor groups are lining up to bid for at least 25 per cent of the bank.

In the fourth quarter, net profits climbed from Shk105m a year before to Shk112m (\$33.5m) in 1996. Operating and other income jumped 15 per cent, from Shk522m to Shk614m. Analysts attributed the strong quarter to a revival in the Tel Aviv Stock Exchange during the period, which led to an increase in commissions from securities transactions and fund management fees.

Net profits for the year were up from Shk743m in 1995 to Shk812m. Profits included Shk155m of income from selling non-financial holdings, in line with recent banking legislation.

Operating and other income for the year rose a modest 3 per cent from Shk1.0bn to Shk1.17bn, as a weak stock market during most of the year led to a decline in commissions.

Profits from financing activities, before provisions for doubtful debts, were up 2 per cent to Shk3.52bn. Provisions for doubtful debts fell slightly, from Shk1.06bn to Shk1.05bn.

## Grupo Torras to repay 10% of Pta217bn debt

By Tom Burns in Madrid

Grupo Torras, the ill-fated holding company set up in Madrid by the Kuwait Investment Office, has emerged from receivership.

A chastened Grupo Torras said yesterday there would be no resumption of the aggressive takeover strategy that characterised its dealings in the late 1980s.

This ultimately led to its collapse in December 1992, by which time it owed Pta217bn (\$1.53bn) to

unsecured creditors. Of this, Pta205bn was owed to companies related to the Kuwait Investment Authority (KIA), which controls Kuwait's overseas assets.

A Madrid court last week finally lifted a suspension of payments order on Grupo Torras, allowing it to resume normal business. The move came more than 18 months after the KIA and the Spanish government's credit agency undertook to renew funding to Grupo Torras.

However, subsequent challenges to a creditors' agreement that had been sanctioned by the receivers office prolonged the receivership period.

The first task of Grupo Torras is to begin paying back creditors under the terms of the agreement. The company will over the next 12 months pay out only Pta25.1bn of the total Pta217bn debt, with the KIA-related creditors writing off Pta184bn.

Other large creditors to Grupo

Torras, which will receive 10 per cent of what they had lent, include the Spanish tax authorities, the domestic institutions Banco Bilbao Vizcaya and Caja Madrid, and Sumitomo Bank of Japan.

The KIA is now likely to keep Grupo Torras on a tight rein, and analysts expect it to explore every opportunity to recoup some of its losses through disposals. With its balance sheet finally cleared up, the holding company now has

estimated assets of Pta54.9bn, against Pta35.9bn in 1992.

It has maintained ownership of Torras Papel, Spain's leading paper manufacturer, as well as 35 per cent of Ebro, the main domestic sugar producer and 14 per cent of Enccor, a former conglomerate that now concentrates on basic chemicals.

Grupo Torras will continue to be run by a Spanish auditor, who was appointed sole administrator of the company when it went into

receivership. He reports directly to the KIA in London.

The company said there were no plans to appoint a new managing director and board.

The KIA sacked the Grupo Torras board shortly before it went into receivership. Fifty-seven of its former managers and advisers face civil action in London and Madrid courts under the terms of writs issued in 1993 that allege conspiracy to defraud and breach of duties.

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The Board of Directors proposes a 1 for 3 stock dividend and a 2 for 1 stock split.

### NOTICE OF ANNUAL GENERAL MEETING

The Annual General Meeting of Astra AB will be held at 6 pm on Monday, April 21, 1997 at the Stockholm International Fairs and Congress Center, Älvsjö.

#### NOTICE OF ATTENDANCE

Shareholders recorded in the Swedish Securities Register Center (VPC AB) on Friday, April 11, 1997 will be eligible to participate in the Annual General Meeting. Shareholders wishing to attend must notify the Company not later than 3 pm Swedish time on Wednesday, April 16, 1997, by mail at the following address: Astra AB, Legal Affairs, S-151 85 Södertälje, Sweden, or by telephone int. +46-8-553 260 00.

Shareholders whose shares are registered in nominee names must, if they wish to participate in the Meeting, be temporarily recorded in the shareholders' register at VPC AB. Notice must be given to the nominee in ample time before April 11, 1997.

A shareholder may attend and vote at the Meeting in person or by proxy. However, in accordance with Swedish practice, the Company does not send forms of proxy to its shareholders. Shareholders wishing to vote by proxy should submit their own forms of proxy to the Company.

#### AGENDA

1. Matters which, in accordance with the articles of association, are to be dealt with at annual general meetings of the shareholders, including presentation of the annual report and the auditor's report as well as the consolidated financial statements and auditor's report on the Group; resolutions regarding the adoption of the income statement and balance sheet as well as the consolidated income statement and consolidated balance sheet; appropriations with regard to the Company's profits or losses according to the adopted balance sheet; discharge from liability of the members of the Board of Directors and the President; and the election of the board members and auditors.

2. The Board of Directors' proposed resolution concerning an amendment to the articles of association, article 4, second paragraph, and article 5, entailing that the maximum number of Class A shares and Class B shares that may be issued be changed from 1,200,000,000 to 2,400,000,000, and that the par value of the shares be changed from 2 kronor and 50 öre at present to 1 krona and 25 öre (a split). If so resolved, the first day for trading in the shares with the new par value on the stock exchanges in Stockholm, London and New York, is expected to be Monday, May 26, 1997.

3. The Board of Directors' proposed resolution for a stock dividend, entailing that the Company's shareholders - for each three existing shares of Class A or Class B stock held -

will receive one new share of Class A or Class B stock, respectively. Additionally, the Board of Directors proposes a so-called central sale of each shareholder's right that does not correspond to one full share. Wednesday, May 28, 1997, is proposed as the record date for the stock dividend, whereby the Company's shares are expected to be listed on the stock exchanges in Stockholm, London and New York ex-rights to the stock dividend, on Monday, May 26, 1997.

4. A proposal from shareholder Einar Hellborn for a special compensation for researchers.

Shareholders representing more than 30% of the votes in the Company have, after consultation, notified that they will be making the following proposals at the Annual General Meeting:

- re-election of Bo Berggren, Claes Dahlbäck, Harry Faulkner, Tony Hagström, Håkan Mogren, Erna Möller, Lars Ramqvist and Marcus Wallenberg, and new election of James M. Denny and Lars H. Thunell as directors on the Company's board; Henry Danielsson has announced he will not be seeking another term.

James M. Denny (b.1932) is Managing Director of William Blair Capital Partners, Chicago.

Lars H. Thunell (b.1948) is President and Chief Executive Officer of Trygg-Hansa AB.

- that a fixed sum of 2,650,000 kronor be paid in fees to the Board of Directors, to be divided among the non-executive directors elected by the Annual General Meeting;
- re-election of Bo Lindén and Lars Östman as auditors;
- re-election of Bo Magnusson and Svanne Forsberg as deputy auditors.

#### DIVIDEND

The Board of Directors proposes a dividend of 4 kronor per share. The Board proposes Thursday, April 24, 1997, as the record date for the dividend. Provided that the Annual General Meeting votes in favor of the proposal, dividends are expected to be sent from the Swedish Securities Register Center on Friday, May 2, 1997.

Admission cards will be sent to shareholders who have notified their intention to attend the Meeting.

Södertälje, Sweden, April 1997  
The Board of Directors

## Energy Africa seeks more black investors

By Robert Corzine

Energy Africa, sub-Saharan Africa's only private sector oil and gas exploration company, wants to attract more black empowerment groups to its shareholder register.

Mr John Bentley, managing director, said the Cape Town-based company wanted more African investors, as well as participation from the growing number of South African black empowerment groups.

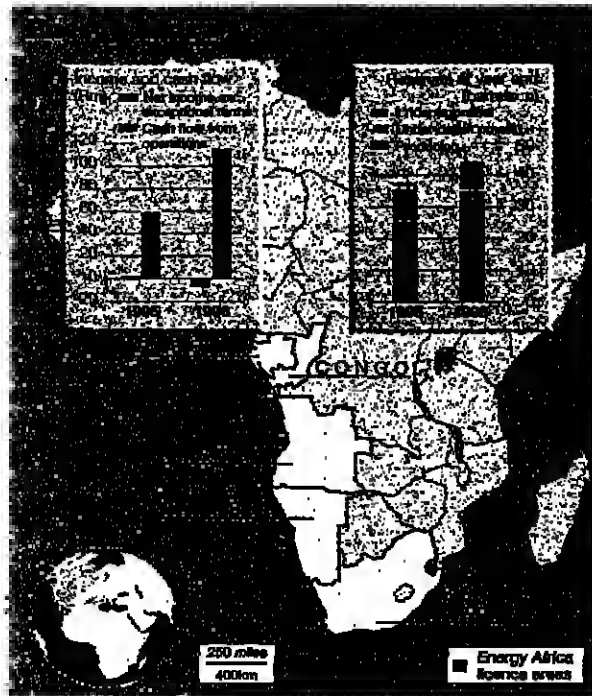
The company is 60 per cent owned by Engen, the South African oil refining and marketing group. But Mr Bentley said he would like to see Engen's stake diluted when Energy Africa next needed to attract finance. Additional funds should not be needed for at least a year. "But I would eventually expect the Engen share to be diluted," he said in an interview.

The company has enjoyed high level backing from the South African government over the past year, helping it to secure new exploration and development deals in Gabon and Angola.

Last week Energy Africa reported it had moved into profit for the six months to the end of February, with net income of R12.7m (\$2.8m), compared with a R1.9m loss in the same period last year.

Mr Bentley said he hoped a recent agreement in Gabon could be a model for other African deals. Local investors will take part along with the Gabon government in Energy Africa's joint venture in the country.

Mr Bentley said the legal-



A 53 per cent rise in net production to 10,300 barrels a day boosted turnover to R149.4m, compared with R69.7m.

Mr Bentley said he hoped a recent agreement in Gabon could be a model for other African deals. Local investors will take part along with the Gabon government in Energy Africa's joint venture in the country.

Mr Bentley said the legal-

ties of such a venture were complicated. But he thought the arrangements would further enhance the company's ability to gain preferential negotiating rights.

One problem with expanding the role of black empowerment groups in Energy Africa was their need for dividends, which the company does not pay - in common with a number of other energy and power groups.

## Charge puts SPT into the red

By Vincent Boland in Prague

SPT Telecom, the Czech telecoms operator, fell into the red in 1996 after taking a one-off restructuring charge of K28.75bn (\$300.8m) for asset write-downs and future job losses.

Shares in SPT, 27 per cent owned by PTT Telecom Netherlands and Swiss Telecom, closed down K25 at K23,425 after the results, but analysts were generally positive, pointing to a strong rise in revenues and to potential tax savings from the write-downs.

Of the K28.75bn charge, K27bn covers a write-down of the value of analog systems as the company switches to digitalisation, and an adjustment to fixed assets, while K1.75bn relates to provisions for future job losses.

SPT is to cut 10,000 jobs from its 26,800-strong work-

force by 2000. Some 6,000 will be redundancies. The aim is to boost lines per employee from 108 now to near 300.

The restructuring charge left SPT with a net loss of K483m for 1996 compared with net profit of K24.5bn the previous year. Revenue surged to K22.5bn from K20.4bn, reflecting the addition of 417,000 new customers, expanding the penetration of lines to 27.5 for every 100 people.

# INDUSTRIVÄRDEN

### Annual General Meeting

Shareholders of AB Industrivärden are cordially invited to attend the Annual General Meeting on Tuesday, April 29, 1997, at 2 p.m. at Grand Hotel, Vinterträdgården, in Stockholm, Sweden.

For complete notice with agenda, please contact Industrivärden.

Stockholm, Sweden, April 1997

The Board of Directors

AB INDUSTRIVÄRDEN (PUBL), BOX 5403, S-114 84 STOCKHOLM, SWEDEN  
PHONE +46 8 668 64 00, FAX +46 8 691 46 28 INTERNET <http://www.industrivarden.se>



## COMPANIES AND FINANCE: THE AMERICAS

## Operating profit falls at Varig

By Jonathan Wheatley  
in São Paulo

Varig, the leading Brazilian airline, released headline figures showing losses of R\$90m (US\$60.4m) last year after losses of R\$7m in 1995, according to corporate law. However, profits totalled R\$91.7m, compared with a loss of R\$7.5m, after adjustments to take account of inflation of about 10 per cent during the year.

Under changes to Brazilian corporate law introduced at the end of 1995, companies must publish "unadjusted

results, but may also issue figures under the previous method of correcting for inflation, which analysts regard as a better indication of performance.

Varig's operating performance showed a sharp decline under both reporting methods. Profits fell to R\$91.7m (US\$60.4m) under corporate law, after rising from R\$112.8m in 1994 to R\$250.5m in 1995.

The company blamed a weak start to the year, caused by airport strikes in important destinations, restrictions on US visas, and

by a decline in the Brazilian market following a government credit squeeze.

Turnover was R\$3.14bn, down from R\$3.44bn in 1995. Varig said it expected sales to recover to R\$3.5bn in 1997. The number of passengers carried climbed about 10 per cent in the first quarter from the same period last year.

The discrepancy between Varig's results under the two reporting methods stems largely from dollar-denominated debts of \$2.5bn. Under corporate law, foreign currency debts have a bigger impact as the Real depreci-

ates in line with inflation, while asset values remain static.

With little prospect of reducing its indebtedness, the company is likely to face difficulties in generating sustained growth.

"Its financial situation is very tight," said Mr Marcelo Stocco de Souza Simoesen, a Rio de Janeiro investment bank. "Varig is generating cash flow of about \$300m a year, enough to make interest payments of about \$215m but not enough to amortise its debt. That makes us wonder what will happen as the

aviation market becomes more competitive. It must find ways of becoming more efficient."

The company has begun a restructuring programme aimed at cutting costs. But its ability to take more radical measures is limited by Varig's ownership structure, under which control is concentrated in the hands of a foundation administered by the company's employees.

Because dividends must be calculated according to corporate law, the company said it would make no dividend payments for 1996.

## Monsanto agrees Calgene purchase

By Laurie Morse in Chicago

Monsanto, the St. Louis based chemical and life sciences company, said it had reached an agreement with Calgene to acquire the remaining shares of the California-based biotechnology pioneer for \$5 a share.

The offer is substantially higher than the \$7.25 per share offered by Monsanto in January, and raises the value of the deal to about \$240m.

Monsanto already has a controlling interest in Calgene, and said full ownership would speed technology sharing between the two companies. "We can now better realise the benefits from Calgene's research by combining our technology efforts and bringing our products to market more rapidly," said Mr Hendrick Verfaillie, Monsanto executive vice-president.

The deal will give Monsanto complete ownership of Calgene's extensive research into plant genetic engineering, where it has been a pioneer in fruit and vegetable research, and in designing seeds that yield enhanced vegetable oils.

Calgene also has a cotton seed business which analysts say Monsanto may swap for other plant engineering technology.

Monsanto announced last year it would spin off its traditional bulk chemicals business and become a life sciences company. The group has been acquiring companies that have biotechnology research that complements its life sciences strategy.

"Monsanto's strategy is much like Microsoft or Netscape," said Mr James Wilbur, securities analyst at Smith Barney in New York. "Almost anyone will have to use their technology to do business in this field."

Mr Wilbur said he expected Monsanto to swap Calgene's Stoneville cotton seed business to another California-based agricultural biotechnology company, Mycogen, in exchange for rights to use Mycogen's processes for creating insect-resistant cotton and corn.

Calgene has piled up a string of operating losses which Monsanto is expected to use to reduce income taxes, cutting the real cost of the Calgene purchase.

The purchase agreement was approved by a special committee of Calgene directors who were independent of Monsanto and not Calgene employees. Monsanto expects to begin a tender offer for the Calgene shares on April 7.

The agreement is subject to the negotiation of a settlement of shareholder lawsuits that were filed after Monsanto's initial purchase offer was made in January.

## AMERICAS NEWS DIGEST

## SEC filing shows Liggett difficulty

Liggett, the US cigarette maker that caused a storm two weeks ago by reaching a deal with anti-tobacco forces, is in serious financial difficulties, a filing with the Securities and Exchange Commission shows. The figures shed more light on the decision by Mr Bennett LeBow, chairman and chief executive of Brooke Group, Liggett's parent, to hand over part of Liggett's pre-tax profits to tobacco opponents as part of the legal settlement.

The SEC filing, consisting of Brooke Group's annual report, reveals that the agreement was in large part meaningless because Liggett did not make any pre-tax profits last year and does not expect to do so in the near future. Liggett's accounts are heavily qualified by the company's accountant, Coopers & Lybrand, which warns that looming debt repayments "raise substantial doubt about the company's ability to continue as a going concern".

The filing shows that Liggett made operating losses of \$18.4m last year and expects still larger operating losses this year. Based on this trend, it does not expect to generate sufficient cash from operations to meet payments on some secured notes next year and the year after without restructuring or refinancing its debt.

Analysts say Liggett's motivation in reaching a deal with tobacco opponents was to make the company attractive as a takeover target if litigation started to go against the industry.

Richard Tomkins, New York

## Scotiabank to expand abroad

The most international of Canada's big six banks will spend at least C\$900m (US\$530m) this year to expand operations in South America, the Middle East and Asia. The Bank of Nova Scotia, with total profits last year of C\$1.07bn, is in negotiations to buy a share of Peru's Banco Sudamericano and increase its 25 per cent stake in Argentina's Quilmes, said Mr Peter Godsoe, the bank's chairman. Scotiabank will re-open operations in Lebanon and possibly in Indonesia, and is considering acquisitions in El Salvador and Guatemala, adding to its string of holdings in more than 60 countries.

Mr Godsoe said his bank was looking to re-invest in emerging markets operations because they are generally more profitable than those in mature markets back home.

Scotiabank's non-North American operations generated C\$55m, or 51 per cent, of total profits, even though they represented 23 per cent of the bank's earning assets of C\$148.5bn.

Scotiabank has aggressively moved into Latin American markets in the last year. The bank took administrative control of sibling Grupo Financiero Inverlat, Mexico's fourth largest bank.

Scott Morrison, Vancouver

## Reichmanns back in property

The Reichmann family is returning in force to the Canadian property market through a merger of Camdev and O&Y Properties. Both companies are controlled by Reichmann Hauer Holdings, in turn owned by Mr Philip Reichmann, son of Mr Albert Reichmann, and Mr Frank Hauer, son-in-law of Mr Paul Reichmann.

Paul and Albert Reichmann built Olympia & York Developments into the world's biggest property developer until it failed in the early 1990s.

O&Y Properties acquired Camdev, the shell of entrepreneur Mr Robert Campeau's property empire, last December and has now bought a further 8m shares held by Citibank Canada. In a series of transactions, including a public issue, Reichmann Hauer will own 55 per cent of the merged group with the balance publicly held. The company will invest in office buildings in Toronto and other Canadian cities.

Robert Gibbons, Montreal

## CANTV approves dividend

Compañía Anónima Nacional Teléfonos de Venezuela (CANTV), the Venezuelan telecommunications company, has approved a cash dividend of Bs13.24 a share for its 1996 fiscal year. CANTV's American Depositary Shares, each representing seven class D shares, will receive a dividend of Bs92.68. The company said payment of the dividend, which will be announced in the near future. During Monday's shareholders' meeting, CANTV president, Mr Gustavo Roosen, was confirmed in office.

Raymond Collitt, Caracas

## Venezuelan utility ahead

Electricidad de Caracas, the Venezuelan power utility, announced a net profit of Bs11m (US\$2m) for 1996, up in nominal terms from Bs3.1bn in 1995. Operational gains totalled Bs55bn in 1996, down 42 per cent over the previous year in real terms.

Raymond Collitt

## A time of transition for Bimbo

The managerial baton is being passed on as the Mexican group expands its horizons

Bimbo, one of Mexico's most conservative family-run businesses which dominates the \$2bn market for sliced bread, cakes and biscuits, is under- going its first generational handover since two brothers, Lorenzo and Roberto Servite, founded the country's second-largest food company 53 years ago.

Don Lorenzo, 73, and Don Roberto, 69, will remain on the company's board of directors, but the managerial baton is being passed on to Daniel Servite, Don Lorenzo's 39-year-old son, who will take over as Bimbo president and chief executive officer in May.

The change accompanies Bimbo's transition into a fully-fledged multinational.

Over the past three years, the company has expanded aggressively into the US and Latin America, where it is now the market leader in seven countries: Argentina, Chile, Venezuela, Costa Rica, El Salvador, Guatemala and Honduras.

Bimbo recently launched operations in Colombia in a joint venture with Grupo Leal, and hopes to become the market leader there too.

"We were a very big fish in a small pond," says Mr Rafael Velez, Bimbo corporate president. "So when Mexico joined the North American Free Trade Agreement in 1994, we decided

that the only way to protect our market was to meet the competition on its home turf, and that meant expanding abroad."

Bimbo's expansion, which required investment outlays of \$600m in three years, was all the more unusual as it coincided with Mexico's economic crisis.

The company, however, weathered the financial turmoil better than most of its peers due to its extremely low leverage: its net debt to equity ratio averaged less than 21 per cent in 1996. As a result, Bimbo financed most of its foreign acquisitions with internally generated cash flow.

In the US, where Bimbo first established a presence 18 years ago, sales have grown rapidly and totalled almost \$175m last year.

Bimbo's main market in the US is the Hispanic community in Texas and California, and in spite of the unfortunate connotations of the company's brand name in English, Bimbo has kept its logo on its US products.

"We tried other brand names but it just didn't work," Mr Velez explains.

"For Mexican migrants, Bimbo is a household name." Within Mexico, Bimbo withstood a sharp fall in profits in 1996 after according to a government request to hold down bread



The continuing squeeze on real incomes in Mexico limits Bimbo's growth potential at home

prices to help contain the inflationary pressures of the traumatic devaluation of the peso.

Profits bounced back in 1996 to 800m pesos (\$102m), a 158 per cent increase over 1995, when Bimbo was allowed to adjust its prices.

In spite of the economic downturn, the company did not fire a single one of its 63,350 employees.

"We do not shed personnel; it is part of the company's social philosophy," says Mr Velez, an employee of 30 years standing.

Bimbo's paternalism extends to the provision of company pensions - a rarity in Mexico - while its conservative ethos is evident in the company's spartan head-

quarters in Mexico City: the only concession to corporate decor is a framed edition of a 1945 newspaper advertisement announcing the inauguration of Bimbo's first bread factory. There are no executive dining rooms.

Mr Velez expects the company's foreign operations, which contributed 16 per cent of Bimbo's \$2m sales last year, to grow in importance, given the continuing squeeze on real incomes in Mexico which limits Bimbo's growth potential at home.

Domestic demand for Bimbo products is expected to grow by only 3 to 4 per cent in volume this year, according to the company's projections.

Mr Velez says the next two years will be ones of consolidation for Bimbo. He does not expect significant shifts in company strategy with the changing of the guard.

Profits from its foreign subsidiaries will be reinvested to expand those operations, and there are no more acquisitions planned at present.

Leslie Crawford

This is the ninth in a series on Latin American family-run companies. Previous articles appeared on January 17, January 27, February 13, February 18, February 28, March 12, March 21 and March 27.

## Kroll agrees to takeover by Equifax

By Richard Tomkins  
in New York

Kroll Associates, the best-known operator in the world of corporate gumshoes, has spent 25 years building up its reputation as a white-collar crime buster. Now the New York company has itself been grabbed.

After a year or more of speculation that it was looking for a merger partner, it yesterday announced it had agreed to be taken over by Equifax, an Atlanta-based credit-checking company. Terms were not disclosed.

Equifax plans to integrate Kroll with its insurance information services division, saying the acquisition would increase its ability to give customers the information they need to manage complex business risks.

Kroll has about 300 employees in 22 offices around the world. Revenues last year are believed to have been about \$70m.

Kroll pioneered the field of detective work for corporate clients, helping big companies in the US and overseas spot fraud, assess risk, do due diligence work on poten-

tial acquisitions and manage internal security.

In the takeover boom of the 1980s it experienced a surge in demand for its skills for due diligence and for managing the reputations of hostile bidders.

In the UK's bid battle between Hanson and ICI, Kroll discovered that the late Lord White, head of Hanson's US operations, had a string of race horses bought for him by his company, a revelation that did nothing to help Hanson's ultimately unsuccessful bid.

More recently, Kroll's contracts have included tracking down Iraqi assets after the Gulf war of 1991; setting up systems to prevent a recurrence of Orange County's financial collapse; and working with UK investment banks to try to stop teams of traders leaving.

However, the company has suffered increasing competition, not just from other specialist operators, but from big accountancy firms, which have been expanding into this area.

Last year Kroll was said to have held merger talks with Coopers & Lybrand.

The Equifax division with which it is now merging claims to be among the world's biggest providers of information and custom systems to mitigate risk and fraud in insurance, business, and government.

Equifax is due to spin off its insurance information division this summer under the name ChoicePoint, which will be separately quoted on the New York Stock Exchange.

Kroll will form part of this company, retaining its own name and management structure.

## BANKING FINANCE &amp; GENERAL APPOINTMENTS

Ernst & Young  
Global Client Consulting

## European Resource Manager

Ernst & Young Global Client Consulting is a multinational organisation which provides global management consulting services to the largest world companies to meet strategic mission critical issues facing these clients.

The group now wishes to appoint a European Resource Manager, with the prime mission to support the global account partners through the management of all processes related to facilitating the building of a world-class European capacity and deploying best teams on a pan-European basis.

As a key member of this growing international team, the Resource Manager's areas of accountability include co-ordinating international recruitment, supporting international movements of resources across the world (expatriation and secondment process), implementing performance management processes to evaluate and develop professionals across

national boundaries, and managing the international staffing process.

Candidates to this unique career opportunity have several years professional experience, partly gained in a professional services firm and a proven track record in developing and implementing leading edge human resource management processes. International experience is necessary to operate effectively in this multicultural context. English is the working language, a good command of another European language is desired. PC fluency is a must. The position will be based in one of Europe's largest cities.

An international mind-set, solid planning and organising skills, a strong sense of negotiation and problem solving, excellent interpersonal skills, strategic and business judgement are key attributes to succeed in this challenging role.

If your experience and abilities match this position, please write, stating your relevant skills profile together with a CV in English, present remuneration package and availability to Brigitte Morel - Ernst & Young Global Client Consulting - Tour Manhattan - 6, place de l'Élis - Cedex 21 - 92095 Paris La Défense 2 - France.

ERNST &amp; YOUNG

## Deutsche Bank

Aktiengesellschaft

(Incorporated in the Federal Republic of Germany with limited liability)  
Frankfurt am Main

We are convening our Ordinary General Meeting this year on Tuesday, May 20, 1997, 10.00 a.m. in the Festhalle, Messe Frankfurt, Ludwig-Erhard-Anlage 1, 60327 Frankfurt am Main.

## Agenda:

1. Presentation of the established Annual Financial Statements and the Management Report for the 1996 financial year with the Report of the Supervisory Board; Presentation of the Consolidated Financial Statements and Group Management Report for the 1996 financial year.
2. Appropriation of distributable profit
3. Ratification of the acts of management of the Board of Managing Directors for the 1996 financial year
4. Ratification of the acts of management of the Supervisory Board for the 1996 financial year
5. Election of the auditor for the 1997 financial year
6. Authorization to acquire own shares
7. Election to the Supervisory Board
8. Creation of authorized capital and amendment to Articles of Association
9. Authorization to issue participatory rights with warrants, convertible participatory rights, bonds with stock warrants and convertible bonds, creation of conditional capital, amendment to the Articles of Association

Shareholders entitled to participate in the General Meeting and to exercise their right to vote are those who have deposited their shares during normal office hours and in the prescribed form at a depositary bank until the end of the General Meeting.

Depository banks are those specified in the Bundesanzeiger of the Federal Republic of Germany No. 61 of April 2, 1997.

Depository banks in the United Kingdom are:

Deutsche Bank AG London,  
8, Bishopsgate,  
London EC2P 2AT

Midland Bank plc,  
Securities Services UK Department,  
Ground floor, Suffolk House, 5 Laurence Pountney Hill,  
London EC4R 0EU

Shares shall only be deemed deposited if they have been lodged by May 12, 1997, at the latest, with either of the aforementioned depository banks or with any other authorized depositories in the United Kingdom. In the U.K., entrance cards or forms of proxy will be issued by the aforementioned offices of Deutsche Bank AG or Midland Bank plc to whom application should be made.

Copies of the Annual Report as well as the complete wording of the Agenda will be available at the aforementioned banks on or about April 15, 1997.

Frankfurt am Main, March 1997

The Board of Managing Directors









Andrew Jackson

ion over  
t cover

Two unique quarterly credit ratings reference sources from FT Financial Publishing, essential to all players in the international credit markets - borrowers, investors and intermediaries alike.

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COMPANIES AND FINANCE: ASIA-PACIFIC

Japanese banks announce staff cuts and withdrawal from overseas operations

NCB unveils wide-ranging overhaul

By Gwen Robinson in Tokyo  
Nippon Credit Bank, one of Japan's top 20 banks, yesterday announced a restructuring entailing complete withdrawal from overseas operations, staff cuts of more than 20 per cent and the sale of property including its head office in Tokyo and other domestic retail outlets. The bank is to sell ¥300bn (US\$2.4bn) worth of new equity to other financial institutions to help rebuild its capital base, following write-offs of more than ¥250bn in bad loans over the past year.

Japan banks merge ahead of 'big bang'

By William Dawkins in Tokyo  
Hokkaido Tokai Bank, the smallest and weakest of Japan's top 10 commercial banks, is to close or sell all foreign operations and merge next year with Hokkaido Bank, a leading regional lender. The merger, intended to create a "super regional" bank and reduce the combined workforce by a quarter, is the first to be inspired by the Japanese government's plans for sweeping deregulation of capital markets over the next five years.

Bank of Japan, the central bank, will contribute about ¥80bn to NCB's capital increase from a special fund originally set up to deal with bad loans at Japan's failed fusion housing loan companies, said Mr Yamao Matsushita, BoJ governor. NCB, which has been struggling to dispose of more than ¥1,000bn in bad loans, said yesterday it had revised down its earnings projections for the business year ended Monday and now expects to report an unconsolidated pre-tax loss of ¥350bn, instead of ¥7bn in unconsolidated recurring profit as previously projected.

Japan's top 20 banks

Bank	Assets (¥trn)	Capital (¥trn)	Loans (¥trn)	Deposits (¥trn)	Profit (¥trn)
Industrial Bank of Japan	1,000	100	1,000	1,000	100
Mitsubishi Bank	800	80	800	800	80
Fuyo Bank	600	60	600	600	60
Sanwa Bank	500	50	500	500	50
Sumitomo Bank	400	40	400	400	40
Resona Bank	300	30	300	300	30
Sanrei Bank	200	20	200	200	20
Shizuoka Bank	150	15	150	150	15
Chugoku Bank	100	10	100	100	10
San'in Bank	80	8	80	80	8
Shikoku Bank	60	6	60	60	6
Chugoku Bank	50	5	50	50	5
San'in Bank	40	4	40	40	4
Shikoku Bank	30	3	30	30	3
Chugoku Bank	20	2	20	20	2
San'in Bank	15	1.5	15	15	1.5
Shikoku Bank	10	1	10	10	1
Chugoku Bank	8	0.8	8	8	0.8
San'in Bank	6	0.6	6	6	0.6
Shikoku Bank	4	0.4	4	4	0.4
Chugoku Bank	3	0.3	3	3	0.3
San'in Bank	2	0.2	2	2	0.2

recurring unconsolidated profits - before tax and extraordinary items - from ¥7bn to ¥1bn for the year just ended, because of losses on its securities holdings. It made a loss of almost ¥200bn in the previous year.

HK group buys into Yaohan

Pacific Concord Holdings, the Hong Kong diversified manufacturing and telecoms company, is to buy a 19.87 per cent stake in Yaohan International Holdings, the Hong Kong arm of Japan's Yaohan retailing empire, for HK\$130m (US\$17.4m), agencies report from Hong Kong.

ASIA-PACIFIC NEWS DIGEST

San Miguel hits Asian targets

San Miguel, the Philippine food and beverage giant, yesterday said it had achieved its objective of reaching critical mass in strategic Asian markets, and that it had expanded operations in China with the establishment of sales offices and distribution networks in 16 cities. The group, which is facing increased domestic competition from Asia Brewery, owned by Mr Lucio Tan, the Chinese-Filipino tycoon, has been forced to concentrate on overseas markets through an aggressive \$1.5bn expansion programme. Last year it opened two new breweries in China and one each in Indonesia and Hong Kong.

Lane Crawford chief quits

Mr John Lees has resigned as chairman of Lane Crawford International, the troubled Hong Kong department store group, with effect from yesterday. His departure was attributed to age. However, Mr Lees, aged 67, remains chairman of two other groups within Wheelock, which owns 71 per cent of Lane Crawford. Lane Crawford's latest interim results showed a net loss of HK\$90.8m (US\$11.7m) for the six months to September 30. The figures reflect the group's move into Singapore and the opening of stores pitched at younger customers in Hong Kong. Both the Singapore store and the Lane Crawford Express stores were shut down last year, resulting in the write-off of assets.

Sales up at Indian Oil

Indian Oil Corp, India's only Fortune 500 company, lifted its sales of petroleum products in the year to March 31 by 5.2 per cent to 41.7m tonnes. IOC said its six refineries processed petroleum products equivalent to more than 100 per cent of their rated capacity for the fourth consecutive year. The refineries processed more than 25.1m tonnes in 1996-97 at a capacity utilisation rate of 102.3 per cent. No comparative figure was given. IOC said it had projects under way worth more than Rs100bn (US\$20bn) which were likely to be completed in the next two years. It said it also had "identified" several new projects valued at more than Rs300bn.

Sunway City buys theme park

Sunway City, a Malaysian property group, has emerged as the buyer of Australia's "Wonderland" amusement park, for around A\$50m (US\$39.1m). The park is located on 218.8 hectares of land in Sydney's western suburbs. It is the second Australian theme park to attract Asian interest recently. Last year, the "Dreamworld" amusement venture in Queensland was bought by Mr Kim Phek Long, a Singapore businessman, for around A\$66m.

Panel backs ANZ in row with Indian bank

By Nikid Tait in Sydney and Tony Tassell in Bombay  
Australia and New Zealand Banking Group (ANZ) said yesterday it could book a large abnormal gain after an Indian arbitration panel ruled in its favour in the company's long-running dispute with India's National Housing Bank, a subsidiary of the country's Reserve Bank. However, ANZ acknowledged that the verdict could still be appealed against. Any gain is unlikely to be registered until the question of an appeal is resolved. The dispute between NHB and ANZ's Grindlays subsidiary, one of the largest foreign-owned banks in India, arose out of the Bombay securities scandal in the early 1990s.

CREDIT RATINGS INTERNATIONAL

Two unique quarterly credit ratings reference sources from FT Financial Publishing, essential to all players in the international credit markets - borrowers, investors and intermediaries alike.

FT-Credit Ratings International provides the only comparative listing of the credit ratings assigned to around 10,000 international borrowers by the world's leading rating agencies:

- Canadian Bond Rating Service • Dominion Bond Rating Service • Duff & Phelps • Fitch Investors Services
- IBCA • Japan Bond Research Institute • Japan Credit Rating Agency • Moody's Investors Service
- Nippon Investor Service • Standard & Poor's • S&P • A-DEF • Thomson BankWatch

In addition multiple ratings of individual issues are aggregated into the unique FT-CRI Composite Index.

CREDIT RATINGS in emerging markets

This directory lists for the first time in a single source over 7,000 credit ratings assigned by 34 rating agencies - nine international and 25 local - to emerging market fixed-income securities in:

Argentina • Bahrain • Bangladesh • Barbados • Belarus • Bolivia • Brazil • Bulgaria • Chile • China • Colombia • Cyprus • Czech Republic • Ecuador • Egypt • El Salvador • Greece • Guatemala • Hong Kong • Hungary • India • Indonesia • Israel • Jordan • Korea • Kuwait • Lebanon • Liberia • Macao • Malaysia • Mexico • Morocco • Oman • Pakistan • Panama • Paraguay • Peru • Philippines • Poland • Portugal • Qatar • Romania • Russia • Saudi Arabia • Singapore • Slovak Republic • Slovenia • South Africa • Sri Lanka • Taiwan • Thailand • Tunisia • Turkey • United Arab Emirates • Uruguay • Venezuela • Vietnam

For further information contact: Marketing Department, FT Financial Publishing, Maple House, 149 Tottenham Court Road, London W1P 9LL, UK. Tel: +44 (0) 171 896 2316 Fax: +44 (0) 171 896 2319

1996 RESULTS

SALES FROM CONTINUING OPERATIONS in FF million

24,194

NET INCOME in FF million

2,053

NET DEBT AND SHAREHOLDERS' EQUITY in FF million

16,494

DEBT / EQUITY RATIO

0.66

CONSOLIDATED INCOME STATEMENT

(In FF million)	31.12.95	Change
Net sales	77,581	+3.6%
Operating income	2,991	+18.4%
Net financial expense	-86	-60.1%
Income from ordinary activities before taxes	2,437	+36.2%
Non-recurring items	-171	+39.6%
Net income of consolidated companies	1,549	+33.6%
Share in earnings of equity holdings	803	+13.3%
Net income before amortization of goodwill	1,739	+31.7%
Net income for the period - Group share	1,516	+36.2%

For the fourth year in succession, and despite external growth operations undertaken in 1996, the Group's debt/equity ratio fell from 66% of December 31, 1995 to 61% at December 31, 1996.

Net indebtedness stood at FF 10,865 million, slightly down on last year, and currently represents 3.2 years of cash flow against 4 years as of December 31, 1995.

Group cash flow rose 20.5% from FF 2,740 million to FF 3,326 million over the year.

Total investments for the year were FF 3,900 million, of which FF 1,100 million was given over to external growth operations and FF 1,400 million to capital expenditure. The Group also topped up its stakes in various subsidiaries, taking its holdings in France and France Belgium to 100% and its holding in Real Ind to 50%. The Group devoted FF 2.37 million to investment expenditures in 1995.

PARENT COMPANY RESULTS

Income from ordinary activities amounted to FF 677 million for the year to December 31, 1996 against FF 1,441 million the previous year. Net income fell from FF 1,422 million for 1995 to FF 1,174 million for 1996. The General Meeting to be held June 5, 1997 will be asked to consider a proposed distribution of dividend in the amount of FF 32 per share, net of a tax credit of FF 16. This dividend, up 30.6% on the previous year, is scheduled for payment on July 1, 1997.

SALIENT FEATURES

In 1996, the key additions to the scope of consolidation were Scoo, taken over by CFAO, and the companies acquired by Real: Schickels (Australia), Beldoro, Higher HIF (Germany), Electro, Capsi (Italy), Salpa (Sweden), Lilly Products Supply and Cable & Connector Warehouse (USA), as well as the Dutch company Wulf, in which Real increased its stake to 100%. Companies newly consolidated during the year will boost Group net sales by FF 5.3 billion on a full-year basis.

Expanding activities were expanded: opening of new points of sale (France in Nantes, Metz and Bordeaux, Switzerland in Grenchen, 19 Real branches, 4 CFAO boutiques, etc), development of CFAO catalogues, buy-out of affiliates by Real, acquisition of new distribution licenses in Africa by CFAO. Similarly, 1996 saw the first fruits of the innovation drive with, in particular, the launch of the new catalogues on the Internet at Printemps and Wulfo at Real, or the creation of innovative formats such as Oracles for lingerie and France Direct for Home & Leisure.

RECENT DEVELOPMENTS

Underlining its ambitions in terms of Asian expansion, Pinault-Printemps-Redoute set up in early 1997 PPR-Asia, a structure designed to assist the Group in its plans for this part of the world. The signature of a cooperation agreement with Central Retail Corporation, Thailand and South-East Asia's premier distribution group, on March 15 is the first stage in laying the strategic alliances sought by PPR in order to step up its development. The first task of this agreement will be to prepare the groundwork for the arrival of Caracore in Thailand.

Since the year began, Real has acquired the wholesale electronics business arm of ABB (Australia), worth some FF 400 million of annual sales revenues. Real has also purchased a 100% stake in Subridge in the UK, which generates annual net sales of around FF 70 million and Southland Electrical Supply in the USA (net sales FF 320 million). At the same time, Real relinquished control over Camille Serron (France) (net sales of FF 107 million, on its business - semi-conductor and electronic component distribution - was no longer within its core strategy).

France opened its 15th store in Belgium, at Willeme, in the suburbs of Antwerp, and La Redoute launched two brand new catalogues, Aquitaine (health and beauty) and AM-PM (home furnishings and decoration).

FUTURE PROSPECTS

At the end of February, despite little change in the level of market demand noted during the second half of 1996, all divisions are posting gains in market share. Net sales are up 6%.

The Group will pursue its efforts to enhance internal productivity and development strategy in all its formats organic and external growth, innovation and international expansion.

PINAULT PRINTEMPS-REDOUTE

GROUP SHARE UP 36.2%

SALES FROM CONTINUING OPERATIONS in FF million

24,194

NET INCOME in FF million

2,053

NET DEBT AND SHAREHOLDERS' EQUITY in FF million

16,494

DEBT / EQUITY RATIO

0.66

CONSOLIDATED BALANCE SHEET

(In FF million)	31.12.95
Fixed assets	25,307
Working capital requirements	4,047
Shareholders' equity (1)	16,494
Provisions	1,933
Net indebtedness	10,925
Of which Group share	12,299

At the end of February, despite little change in the level of market demand noted during the second half of 1996, all divisions are posting gains in market share. Net sales are up 6%.

The Group will pursue its efforts to enhance internal productivity and development strategy in all its formats organic and external growth, innovation and international expansion.



9:00 AM April 2, 1997

LONDON...Intertek Testing Services Ltd. (ITS) announced today that it began using a new corporate identity at all of its 176 laboratories and 342 offices worldwide.

The company was previously known as Inchcape Testing Services when it was purchased from Inchcape plc in October 1996.

As the world's largest product and commodities testing company, ITS offers manufacturers, distributors, retailers, commodity producers and government agencies client services

that include brand and trade names - Bondar Clegg, Caleb Brett, DEKRA Certification Services, ETL Testing Labs, Intertek Systems Registration, Labtest, SEMKO, TestMark and Warnock Hersey - recognized worldwide for product testing, inspection and compliance certification. ITS credits over 7,500 employees around the world who helped make this corporate identity change smooth for its clients.

**ITS** Intertek Testing Services  
http://www.itsglobal.com

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**MEZHCOMBANK**



UK Representative Office  
36-38 Cornhill, London,  
EC3V 3PQ, United Kingdom  
Tel: 44(171) 929-0417,  
Fax: 44(171) 929-0418.

Head Office  
12 Vrubelya st., Moscow,  
125060, Russia  
Tel: 7(095) 752-7000,  
Fax: 7(095) 752-7005.

Mezhcombank,  
a Moscow-based  
bank, announces the  
official opening of its  
Representative office  
in London.

Holders of Kemira Oy shares are advised that the Annual General Meeting of the company will be held at the Kemira House, Helsinki, on 22 April 1997 at 4 p.m. local time.

Shareholders wishing to attend the Annual General Meeting must be registered in the list of the company's shareholders kept by Finnish Central Securities Depository Limited no later than 11 April 1997 and must inform the Company Secretary by 2 p.m. GMT on 18 April 1997 at the latest of their intention to participate in the meeting.

The invitation to the Annual General Meeting was published in major Finnish newspapers on 2 April 1997. For further information please contact Kemira Oy, Group Communications, fax +358 9 132 1627.



#### APPOINTMENTS ADVERTISING

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US\$17,502.08 per Note of US\$500,000

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As Reference Agent

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SAICA-SAGA  
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Collateralized Floating Rate  
Bonds due 2006

April 2, 1997

Nedim Finance Trust II  
U.S. \$129,880,000  
Floating Rate Notes due 1999

April 2, 1997

## COMPANIES AND FINANCE: UK

Amstrad sells digital mobile phone business for £92m

# Bosch acquires Dancall

By Paul Taylor

Robert Bösch, the leading German car component and electronics group, has paid £92m (\$146.3m) to acquire the Dancall digital mobile telephone handset business from Amstrad, the UK personal computer and electronics group.

Bosch said it planned to use Dancall, which is based in Aalborg in northern Denmark, as a springboard for a push into the fast expanding GSM digital telephone industry.

Mr Andreas Nobis, a board member, said the deal gave Bosch "immediate access to the latest GSM technology" and would enable the group,

"to combine Dancall's development expertise with Bosch's brand name, international distribution capacity and resources."

He said the German group planned to retain the whole of Dancall's 600-strong workforce and to expand Dancall's manufacturing capacity from the current level of 1m telephones a year to "more than two million a year."

For the UK group, which has undergone a wholesale restructuring over the past few years, the deal marks a further abrupt change in direction.

Although it had only recently begun to make a profit following a £6.8m loss

on sales of £100m in the year to June 30, Dancall was seen as central to Amstrad's effort to refocus away from the commodity consumer electronics business and towards higher growth technology operations.

The surprise deal sent Amstrad's share price up 28p to 226p, its highest level this year.

Bosch executives rejected suggestions that the German group was overpaying for a business which Amstrad bought out of receivership for £8.3m in September 1993.

However Amstrad, which has since invested about £10m in Dancall, noted that the sale price "shows nearly six times return on invest-

ment in three and a half years."

Amstrad, which already had cash balances of £112.4m at the year-end, said it was considering ways "to return value to shareholders through a tax efficient mechanism." Analysts speculated that this could take the form of a special dividend payment.

Yesterday, Mr Alan Sugar, Amstrad chairman, said "the virtues and potential of Dancall have never been fully appreciated by the shareholders or the financial institutions, principally due to the lack of profits."

He said Amstrad had taken Dancall "as far as it could."

## Pressac makes \$14m US buy

By Roger Taylor

Pressac Holdings, the electronic components manufacturer, has made its second acquisition this year with the purchase of Kaumagrap, a US supplier of dashboard displays for cars.

It is paying \$14.4m cash for the company, whose customers include General Motors. It had sales of \$13.4m for the year to June 1996 and pre-tax profits of \$1.9m after stripping out costs of the head office, which is to be closed.

Pressac, which also announced a 28 per cent jump in interim pre-tax profits, only recently completed the purchase of Italence, an Italian electrical components manufacturer, for £22.1m. That was funded by a £21m rights issue at 180p in December. The shares yesterday closed up 3p at 230 1/2p.

Analysts said Kaumagrap fitted neatly with Pressac's existing businesses and

would give it a strong manufacturing base in the US. Pressac will be left with net debt of about £12m and gearing of 50 per cent.

Mr Geoff White, chief executive, said he was also looking at opportunities to expand into Latin America and hoped to make a further announcement later this year.

Pressac's profits rose from £2.28m to £2.91m (\$4.82m) in the six months to January 31, fuelled by a 15 per cent increase in turnover to \$36.1m, reflecting strong demand from car manufacturers. The automotive division saw a 22 per cent increase in turnover despite a flat car market in the US and sluggish growth in Europe.

Earnings per share rose to 4.99p, up 30 per cent on an adjusted figure for last year of 3.82p. The interim dividend is raised 11 per cent to 1.1p (0.99p).



Geoff White is now planning to expand into Latin America

#### RESULTS

	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current payment (p)	Date of payment	Dividend (p)	Total for year	Total last year
Source End	Yr to Dec 31 15.2m	(15.8m)	0.666p	(1.04p)	0.78	(1.45)	1.2	1.2
Derivator	Yr to Dec 31 1.83	(2.53)	0.129	(0.304)	0.071	(0.15)	4.8	4.5
Bosch	Yr to Dec 31 43.7	(38.1)	1.21	(0.807)	16.4	(11.4)	3	4.8
ITT Entertainment	Yr to Dec 31 11	(8.4)	1.01	(0.227)	5.967	(3.43)	0.5	0.5
Pressac	Yr to Dec 31 25.8	(20)	0.732	(0.408)	16.01	(13)	4	4
Pressac	8 mths to Jan 31 38.1	(31.2)	2.22	(2.28)	4.98	(3.82)	0.99	0.99
Derivator	Yr to Dec 31 3.19	(-)	3.571	(1.58)	10.81	(6.1)	-	-
SEA	8 mths to Dec 31 2.37	(2.03)	0.504	(1.584)	3.54	(1.871)	-	-
SEA Multimedia	Yr to Dec 31 3.94	(0.73)	0.713	(0.343)	3.3	(1.871)	-	-
Telemetric	Yr to Dec 31 130.3	(158.5)	6.934	(10.44)	4.21	(5.3)	1.45	1.45

	NAV (p)	Attributable earnings (p)	EPS (p)	Current payment (p)	Date of payment	Dividend (p)	Total for year	Total last year
M Carle Pacific	Yr to Feb 28 174.2	(167.7)	0.601	(0.788)	1.47	(1.82)	0.9	0.9
Radiofirst	Yr to Jan 31 128.8	(105.4)	0.215	(0.095)	2.5	(1.1)	0.8	0.8

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. <sup>1</sup> Rental income. <sup>2</sup> After exceptional charge. <sup>3</sup> On increased capital. <sup>4</sup> In stock. <sup>5</sup> Comparatives for 12 months to June 30 1996. <sup>6</sup> 55p pro forma. <sup>7</sup> Comparatives for 16 months to June 30 1996. <sup>8</sup> US currency.

#### ETBA

HELLENIC INDUSTRIAL DEVELOPMENT BANK S.A.

#### ANNOUNCEMENT

PROCLAMATION OF PUBLIC INVITATION TO TENDER (AWARD TO THE HIGHEST BIDDER) FOR THE LEASING OF THE INSTALLATIONS OF "NITROGEN FERTILIZERS INDUSTRY S.A." (AEBA) OR THE SALE OF ALL THE COMPANY'S SHARES PRESENTLY HELD BY ETBA S.A.

With respect to the above public invitation to tender, the proclamation of which was published on 18 February 1997 in the Greek and International press and which set the deadline for submission of offers on 31.3.1997, ETBA hereby announces that following the request of interested investors for more time in which to submit offers which, according to the proclamation, must be accompanied by a five-year business plan for the development of the company, investment programme, etc. the above deadline for the submission of offers is extended to Monday, 14 April 1997 at 14:00 hours.

It should be noted that no further extension will be given to the date of submission of offers.

#### FMG MIR SICAV

Société d'investissement à Capital Variable  
10A, Boulevard Royal, Luxembourg  
R.C. Luxembourg B 53.392

#### NOTICE OF MEETING

Notice is hereby given that the Annual General Meeting of Shareholders of FMG MIR SICAV will be held at the Registered Office, 10A, Boulevard Royal, Luxembourg,

on Tuesday 15th April, 1997 at 11 a.m.,

for the purpose of considering the following agenda:

1. Management Report of the Directors for the year ended 31st December 1996;
2. Report of the Statutory Auditor for the year ended 31st December 1996;
3. Approval of the Annual Accounts for the year ended 31st December 1996 and appropriation of the earnings;
4. Discharge to the Directors in respect of the execution of their mandates to 31st December 1996;
5. Ratification of the appointment of one Director;
6. Election of the Directors for a new term of one year;
7. Election of the Statutory Auditor for a new term of one year;
8. To transact any other business.

The present notice and a form of proxy have been sent to all registered shareholders on record as March 24, 1997.

In order to attend the Meeting, the owners of bearer shares are required to deposit their shares before April 7, 1997 at the Registered Office of the Company.

Banque Paribas Luxembourg  
10A, Boulevard Royal  
Luxembourg

The registered shareholders have to inform by mail (letter or proxy form) the Board of Directors of their intention to assist at the meeting before April 7, 1997.

By order of the Board of Directors

#### ISRAEL 2000 SICAV

20, Boulevard Emmanuel Servais, L-2535 Luxembourg  
R.C. Luxembourg B 47.222

#### NOTICE TO THE SHAREHOLDERS

Notice is hereby given that the ANNUAL GENERAL MEETING of the Shareholders of ISRAEL 2000 SICAV will be held at the Registered Office of the Company on 21 April 1997 at 10:00 a.m.

#### AGENDA

1. Report of the Board of Directors;
2. Report of the Auditor;
3. Approval of the financial statements for the fiscal year ended on 31 December 1996;
4. Allocation of the net result;
5. Discharge of the outgoing Directors and the Auditor;
6. Appointment of the Directors and Agents of the Company;
7. Appointment of the Auditor;
8. Any other business.

The Shareholders are informed that no quorum is required for this Meeting and that the decisions are taken by a simple majority of the shares present or represented.

Each share is entitled to one vote.

Each Shareholder may act as any meeting by Proxy. For this purpose, proxies are available at the Registered Office and will be sent to Shareholders on request.

To be valid, the proxies duly signed by the Shareholders must be sent to the Registered Office in order to be received the day preceding the Meeting at 5 pm at the latest.

The owners of bearer shares, who would like to attend this Meeting, should deposit their shares at the Registered Office five working days before the Meeting.

On behalf of the Company,  
BANQUE DE GESTION EDMOND DE ROTHSCHILD  
LUXEMBOURG  
Société Anonyme  
20, Boulevard Emmanuel Servais  
L-2535 LUXEMBOURG

#### Mediobanca International Limited

(Incorporated with limited liability in the Cayman Islands)  
A member of the Mediobanca Banking Group

Notice to holders of Mediobanca International 4 per cent. Notes due 1999 convertible into ordinary shares of Alleanza Assicurazioni S.p.A. (the "Notes")

Notice is hereby given that a Board Meeting of Alleanza Assicurazioni S.p.A. will be held on 4th April 1997 inter alia for the purpose of calling the Annual General Meeting of the Company to be held to adopt the Company's Accounts for the year ended 31st December 1996 and proposals relating thereto. Accordingly, pursuant to Condition 5 (A) of the Notes, Subscription Rights to the Company's shares will not be exercisable between 5th April 1997 and the last possible date fixed for the Annual General Meeting, or where applicable, the day following the payment of any dividends, the distribution of which may be resolved by the Annual General Meeting.



## Deal announced with Mannesmann Autocom Trafficmaster set to move into Germany

## M&S to move into mail order clothing

**LEX COMMENT**  
**MEPC**

## Shell to answer ethics queries from investors

## NPI rebuffed AMP approach

## Forthcoming FT Surveys on Eastern and Central Europe

## LEGAL NOTICES

**TIM**  
*Telecom Italia Mobile*

The Financial Statements and Reports of the Board of Directors, the Board of Statutory Auditors and the Independent Auditors will be deposited, according to law, at the legal headquarters in Turin, Via A. Bortolo n° 34, and also in Rome, Via L. Sisco n° 22, and will be available to stockholders.

After April 21, stockholders may request, prior to the date of the aforementioned documentation from the Turin and Rome office cited above.

The aforementioned information will be sent to stockholders who request the material in time by calling +39 011 53900021.

The notice convening the Ordinary Meeting of Stockholders was published in the Official Gazette of the Italian Republic, Issue n° 78, Part II of April 2, 1997.

A toll free number (167/991691) is available in Italy for all those interested.

This notice can be found at the following Internet address: <http://www.fttm.it>.

This notice is being published in accordance with regulations approved in Consob resolution n° 5553 of November 14, 1991.

**Halifax Building Society**

**Electricidad de Caracas**  
**SACA-SACA**

[illegible]











## COMMODITIES AND AGRICULTURE

## Vietnam moves to deregulate rice business

By Jeremy Grant in Hanoi

Vietnam is to prise open its tightly controlled domestic and export rice businesses by decentralising the allocation of rice export quotas and abolishing barriers that choke internal trade.

Analysts welcomed the moves as a significant step in liberalising the country's rice market and unlocking further export potential. Vietnam was the world's second largest rice exporter after Thailand last year, when the staple earned Hanoi about \$1bn in much-needed foreign exchange.

However, the new rules, contained in two government decrees, fell short of allowing private sector participation in rice exports, even though it is the key force in production and distribution.

The World Bank and other agencies have long urged this as a way of spurring competitiveness in Vietnam's rice industry and boosting export revenue.

Under the decrees, Hanoi set a rice export quota for March to September of 2.5m tonnes.

Previously, the quota was allocated to two food trading companies - Vinafood 1 and Vinafood 2.

They kept the lion's share, parceling out the rest to 18 other state companies with export licences.

It was a restrictive regime that allowed the Vinafood monopoly to exploit differentials between local and international rice prices, effectively imposing a tax on farmers and capping productivity.

However, under the new rules, two-thirds of the quota will be handed directly to 14 provinces, most located in Vietnam's "rice bowl" Mekong region.

In their turn can nominate one or more enterprises for direct rice exports, although the rules do not

stipulate the criteria to be used in making the choice. The immediate effect will be to increase the number of companies allowed to export to 21, including both Vinafood companies.

The development also has political significance. It represents a victory for those in Hanoi who have been advocating reform, over the entrenched interests of both Vinafood companies.

"Having given the power to the provincial authorities, it will be almost impossible to withdraw it. The next steps towards full liberalisation are likely to be pushed

by the provinces themselves," said Mr Francesco Goletti of the Washington-based International Rice Research Institute.

The decrees also abolish taxes and cumbersome licensing procedures that have seriously hindered the trading of rice between Vietnam's provinces, in particular between the north and south.

That should stimulate trade within Vietnam, allow for a more efficient marketing system and allow prices to be set by supply and demand, rather than largely by the Vinafood monopolies, as was the case previously.

In addition, the rules allow any organisations and individuals "who satisfy the necessary requirements" to deal in domestic rice trading. That in theory would open the way for small, private entrepreneurs but the criteria for entry appear to render that a remote possibility.

Mr Nguyen Dang Chi of the trade ministry says entities must secure a "business certificate", have minimum paid-up capital of 50m dong (\$4.5m) and have been trading for three years. Very few private companies are large enough to meet these conditions.

## Soyabean futures up on data revision

By Laurie Morse in Chicago

Soyabean futures prices on the Chicago Board of Trade soared yesterday after the US Department of Agriculture offered its own version of an April Fool.

The agency confessed to a mathematical error in the quarterly grain stocks report it had released on Monday, and offered a revision for soyabean supplies that sparked frantic trading in the futures pit.

The agency on Monday had said that US soyabean supplies as of March 1 were 1.078bn bushels. However, on Tuesday morning it revised that figure downwards by 22m bushels to 1.056bn bushels.

Soyabean futures prices for July delivery soared a contract high of \$9.85 a bushel, and for May delivery a contract high of \$8.65 after the announcement. Both contracts briefly hung at the highest allowable advance for a day, up 30 cents a bushel, before fading back slightly.

"This is the first time in 30 years that the USDA has made this kind of error," said Mr Joe Victor, analyst with Allendale. "Soyabean stocks are extremely tight, and this just caught everyone by surprise."

The USDA report provided a snapshot of soyabean stocks in place on March 1. The agency will give its estimate for year-end stocks of soyabean on April 11 in a regular monthly report. Last month it estimated the US soyabean carry-over at year-end at a thin 140m bushels.

Traders said that government statistics released last Thursday showing domestic soyabean processing remained remarkably high given the extent of the soyabean price rally this year.

"We still have not got prices high enough to ration demand," said Mr Victor.

## Crude oil prices drop

## MARKETS REPORT

By Robert Corzine, Kenneth Gooding and Gery Mead

Crude oil prices fell yesterday as the impact of last week's production cuts in Nigeria began to fade.

Royal Dutch/Shell, the largest operator in Nigeria, reported that output in the Niger River delta was returning to normal after protests by disgruntled local residents last week forced the closure of a number of oil processing stations and production cuts of around 210,000 barrels a day.

The price of Brent Blend, the international benchmark, was quoted at around \$19.12 a barrel in late London trading, 26 cents down on its close last Friday.

The heavy blitz that hit the north-eastern US little impact on prices but gas oil futures - which are sensitive to high changes in weather patterns - closed down \$1.25 to \$165.50 a tonne on London's International Petroleum Exchange.

A big fall in London Metal Exchange zinc stocks helped to propel the metal to a 4 1/2-year peak, taking it above \$1,300 a tonne again. The

drop of 13,025 tonnes means LME zinc stocks have fallen by 60,750 tonnes in the first quarter of this year.

Traders suggested the stocks fall was caused by a one-off purchase by a North American zinc producer running short of the metal.

Mr Adam Rowley, analyst at Macquarie Equities, part of the Australian banking group, said the market had been rife with rumours of a big rise in stocks because of a delivery into LME warehouses from China.

May futures for rebusta coffee in London opened higher, reaching a peak of \$1,660 a tonne. However, early gains were trimmed as a result of increased producer selling. At the close, May futures were down \$23 on the day at \$1,612 a tonne, with some analysts saying the market was experiencing a static, post-holiday feel. In New York, May futures in mid-morning trading fell 4.15 cents a pound.

LME WAREHOUSE STOCKS	
(As at Thursday's close)	
	(tonnes)
Aluminium	2,525 to 853,000
Aluminium alloy	200 to 72,400
Copper	4,225 to 177,550
Lead	500 to 106,625
Nickel	240 to 47,282
Zinc	13,025 to 446,075
Tin	80 to 10,125

## Good start to season for Indian tea

By Kunal Bose in Calcutta

Tea prices are strong in India as the new season crop starts to arrive at the auction centres in small quantities.

Mr P.K. Sen, chairman of J. Thomas, the world's largest tea broker, said it was too early to estimate the size of the 1997 Indian crop. "But the domestic demand for tea is growing so strongly that we expect it to fetch good prices throughout the season," he said.

Prices of all grades of CTC (cut, tear and curl) and orthodox tea are exceptionally firm.

The crop in March, the first high tea-growing month in India, was down at least 30 per cent on the 32.3m kg of the same month last year. Even though India had a record crop of 780m kg in 1996 against 739.9m kg in the previous year, the current season opened with virtually no stocks, which boosted prices.

Mr Vijay Dudgea, chairman of the Paramount Tea Marketing tea broker, said a new season usually started with stocks of 20m kg to 30m kg of tea.

"The negligible opening stocks in 1997 and a poor crop in the first quarter led to the cancellation of a couple of auctions in March," said Mr Dudgea. "Prices,



Weather permitting, India's tea growers should achieve their production targets and good prices are expected to prevail

which started improving in December, continue to harden with every auction."

The shortage and high prices of coffee have also raised demand for tea, which remains the cheapest of all beverages in spite of the recent rise in prices.

According to industry officials, the country could still achieve the Indian Tea

Board production target of 800m kg in the current year, provided the growing centres receive regular rain from now on and the winter does not set in early. They do not think it should be at all difficult to raise tea exports to 165m kg from nearly 154m kg in 1996.

"We expect bigger buying from Russia, Poland, Iran

and several other west Asian countries," said Mr Sen. "Iraq is back in the market. Exports to the UK will be held around 30m kg. Our advantage is that our tea is cheaper than Sri Lanka and Kenyan tea. Interestingly, the merchant exporters in Sri Lanka have started buying tea from us to honour their commitments."

The trade officials think that good liquoring tea, which is much sought after both within and outside the country, will fetch a very high premium over medium and plain tea. More and more tea gardens in Assam and West Bengal are changing their agronomic and processing techniques to make good liquor-orientated tea.

## COMMODITIES PRICES

## BASE METALS

## LONDON METAL EXCHANGE

(Prices from Amalgamated Metal Trading)

## ALUMINIUM, 99.7 PURITY (\$ per tonne)

	Cash	8 mths
Close	1603-04	1637-38
Previous	1606.5-7.5	1639.5-40.0
High/Low	1603/1602	1647/1630
AM Official	1602-02.5	1637.5-38
Kerb close		1630-31
Open int.	287,059	
Total daily turnover	56,173	

## ALUMINIUM ALLOY (\$ per tonne)

	Close	High/Low
Close	1510-15	1537-40
Previous	1505-15	1525-40
High/Low	1505/15	1540/1537
AM Official	1505-06	1537-40
Kerb close		1530-35
Open int.	5,552	
Total daily turnover	1,533	

## LEAD (\$ per tonne)

	Close	High/Low
Close	897-8	895-6
Previous	897-8	897-8
High/Low	898	898/897
AM Official	897-8	898-9
Kerb close		898-9
Open int.	38,308	
Total daily turnover	7,560	

## NICKEL (\$ per tonne)

	Close	High/Low
Close	7815-25	7730-35
Previous	7810-20	7720-25
High/Low	7810/20	7720/25
AM Official	7810-20	7720-25
Kerb close		7755-60
Open int.	49,897	
Total daily turnover	17,389	

## TIN (\$ per tonne)

	Close	High/Low
Close	5930-40	5890-45
Previous	5930-40	5875-80
High/Low	5930/40	5895/5845
AM Official	5930-40	5895-80
Kerb close		5895-80
Open int.	18,344	
Total daily turnover	3,214	

## ZINC, special high grade (\$ per tonne)

	Close	High/Low
Close	1278.5-7.5	1297-08
Previous	1265-6	1284-5.5
High/Low	1278.5/7.5	1297/08
AM Official	1278-7.5	1295.5-7
Kerb close		1308-09
Open int.	86,482	
Total daily turnover	36,182	

## COPPER, grade A (\$ per tonne)

	Close	High/Low
Close	2405-06	2386-57
Previous	2406-06	2386-57
High/Low	2406/06	2386-57
AM Official	2406-06	2386-57
Kerb close		2386-57
Open int.	138,148	
Total daily turnover	5,504	

## LME AM Official Zinc futures 1,6400

	Close	High/Low
Close	350.00	348.00
Previous	350.00	348.00
High/Low	350.00/00	348.00/00
AM Official	350.00	348.00
Kerb close		348.00
Open int.	138,148	
Total daily turnover	5,504	

## LME Closing C/S rates 1,6471

	Close	High/Low
Close	350.00	348.00
Previous	350.00	348.00
High/Low	350.00/00	348.00/00
AM Official	350.00	348.00
Kerb close		348.00
Open int.	138,148	
Total daily turnover	5,504	

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## LME Closing C/S rates 1,6471



## OFFSHORE AND OVERSEAS

**BERMUDA**  
**(SIB RECOGNISED)**

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**BERMUDA  
(REGULATED) (")**

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**GUERNSEY**  
**ISB RECOGNIS**

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Account	Balance	Debit	Credit	Balance
1000 Cash	100.00			100.00
1010 Accounts Payable		50.00		50.00
1020 Accounts Receivable			50.00	50.00
1030 Inventory				
1040 Prepaid Insurance				
1050 Equipment				
1060 Accumulated Depreciation				
2000 Common Stock			100.00	100.00
2010 Retained Earnings				
3000 Sales			100.00	100.00
3010 Sales Tax Payable				
3020 Cost of Sales		50.00		50.00
3030 Operating Expenses		50.00		50.00
3040 Interest Expense				
3050 Income Tax Expense				
3060 Dividends				
4000 Cash	100.00			100.00
4010 Accounts Payable		50.00		50.00
4020 Accounts Receivable			50.00	50.00
4030 Inventory				
4040 Prepaid Insurance				
4050 Equipment				
4060 Accumulated Depreciation				
4070 Common Stock			100.00	100.00
4080 Retained Earnings				
4090 Sales			100.00	100.00
4010 Sales Tax Payable				
4020 Cost of Sales		50.00		50.00
4030 Operating Expenses		50.00		50.00
4040 Interest Expense				
4050 Income Tax Expense				
4060 Dividends				

210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	524	525	526	527	528	529	530	531	532	533	534	535	536	537	538	539	540	541	542	543	544	545	546	547	548	549	550	551	552	553	554	555	556	557	558	559	560	561	562	563	564	565	566	567	568	569	570	571	572	573	574	575	576	577	578	579	580	581	582	583	584	585	586	587	588	589	590	591	592	593	594	595	596	597	598	599	600	601	602	603	604	605	606	607	608	609	610	611	612	613	614	615	616	617	618	619	620	621	622	623	624	625	626	627	628	629	630	631	632	633	634	635	636	637	638	639	640	641	642	643	644	645	646	647	648	649	650	651	652	653	654	655	656	657	658	659	660	661	662	663	664	665	666	667	668	669	670	671	672	673	674	675	676	677	678	679	680	681	682	683	684	685	686	687	688	689	690	691	692	693	694	695	696	697	698	699	700	701	702	703	704	705	706	707	708	709	710	711	712	713	714	715	716	717	718	719	720
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**QUITE POSSIBLY,**  
*At State Street, we're focused on the institutional investor. All*  
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For East Fund P/C				High Income	20.84	0.437	2.30
For East	\$1.21	1 YR	-0.05	Shilling Roll up	17.72	1.34	-0.007
For Korea Fund P/C							
For Korea	06.02		-0.03				

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Value Points	2015	2016	2017	2018
Value Points	20.575	2.989	-0.177	0.199
Value Points	21.140	2.284	-0.300	0.199
Value Points	20.575	2.989	-0.177	0.199
Value Points	21.140	2.284	-0.300	0.199
Value Points	20.575	2.989	-0.177	0.199
Value Points	21.140	2.284	-0.300	0.199

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Assets		Liabilities	
Current Assets	1,000.00	Current Liabilities	1,000.00
Cash	500.00	Accounts Payable	500.00
Accounts Receivable	300.00	Notes Payable	300.00
Inventory	200.00	Long-Term Debt	200.00
Prepaid Expenses	100.00	Deferred Tax Liabilities	100.00
Non-Current Assets	1,000.00	Non-Current Liabilities	1,000.00
Property, Plant, & Equipment	800.00	Mortgage Payable	800.00
Intangible Assets	200.00	Other Long-Term Liabilities	200.00
Goodwill	100.00		
Investments	100.00		
Equity	2,000.00	Equity	2,000.00
Common Stock	1,000.00	Common Stock	1,000.00
Retained Earnings	1,000.00	Retained Earnings	1,000.00

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**US \$3 TRILLION**  
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*Serving Institutional Investors Worldwide™*

Soybean  
futures  
on data  
revision

# CROSSWORD



● FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 873 4378 for more details.

## OFFSHORE



**FT MANAGED FUNDS SERVICE**

### Offshore Insurances and Other Funds

● FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 1771) 873 4378 for more details.

[illegible]



















3:15 pm April 1

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GUEST.**



**Hotel Sofitel**

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in **LUXEMBOURG**  
stay in touch -  
with your complimentary copy of the



**FINANCIAL TIMES**

Continued on next page



**NASDAQ NATIONAL MARKET**3:15 pm *del*[illegible]

3 APR 1971

[illegible]

# Cyprus.

Financial Times, World Business Newspaper.

## EASDAQ

**EASDAQ** is a fully regulated independent pan European Stock Market focused on high growth companies with international profiles. The range of companies on the EASDAQ Stock Market can be bought and sold through EASDAQ Members. EASDAQ

Company	Mid price	Change on day	Volume	High	Low	Company	Mid price	Change on day	Volume	High	Low
Adelco	US\$11.25		8	6.25	0	Exxon Interm ARS	US\$12.25		8	12.5	12
Advanced Systems	US\$10.625	-0.125	3200	11.375	10.25	Intergalactic	US\$12.125	-0.125	11485	12.625	10.5
Chicomine	FR17.5	-0.85	4000	19	17	US\$9.625			8	11.375	9

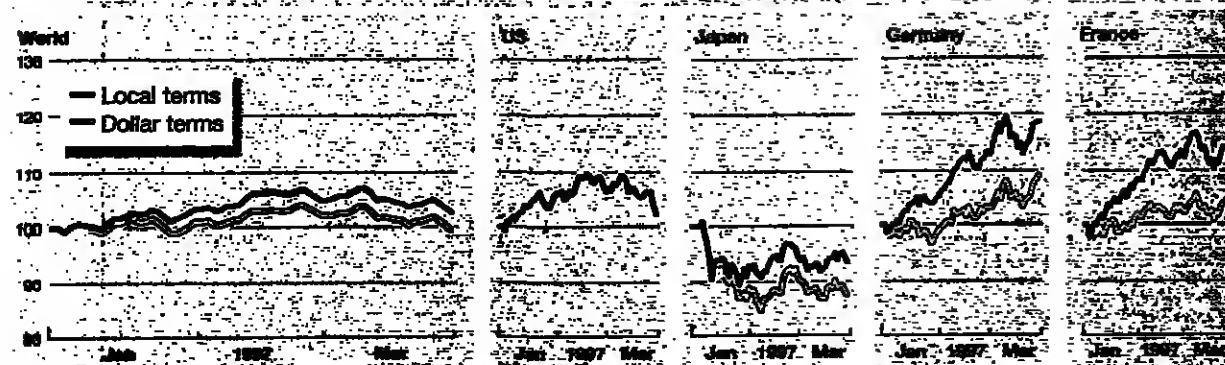
Dr. Solomon's ADS	US\$22	-0.25	0	20	28.05	Polish	US\$4.75	+0.125	1000	0.25	4.37
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Prices for 1/4/97. Please note that trading prices are currently used to calculate highs and lows.

Information about EASDAQ can be found on the Web site at: [HTTP://WWW.EASDAQ.BE](http://www.easdaq.be)  
EASDAQ offices are located in Brussels (Tel. 02 51 227 85 20) and in London (Tel. 44 1753 280 000).



FT/SP Actuarial World Indices in the first quarter 1997



# Blue chips stabilise after losses

**AMERICA**  
Blue chips called a halt to their losses on the heels of two consecutive days of weakness, but technology shares remained weak, writes *Lisa Branstetter* in New York.

At noon, the Dow Jones Industrial Average had edged up 4.91 at 6,588.39 and the Standard & Poor's 500 was 1.43 stronger at 768.55. NYSE volume was 225m shares. Trading remained nervous as investors awaited data on March employment for signs of inflationary pressures in the economy. Wall Street analysts remained divided about whether the Federal Reserve would raise interest rates again in the wake of last week's 1/4 point increase in the federal funds target rate.

Technology shares edged lower as investors worried about earnings from the high-tech companies. The Nasdaq composite dropped 2.00 at 1,219.70 and the Pacific Stock Exchange technology index, containing Nasdaq and NYSE-quoted shares, shed 0.6 per cent.

Concern was sparked by a warning from Informix, a leading maker of database software, that it expected to report a loss in its first quarter due, in part, to "weakness in all geographic regions particularly Europe". Shares in the com-

# Dow, dollar and bonds impact on bourses

**EUROPE**  
Two bad days for the Dow and further weakness in the dollar and domestic bond markets made their expected impact. FRANKFURT's Dax index closed 126.37 lower at an ill-defined 3,281.46.

Last Thursday morning, the Dax registered an intraday peak of 3,466.47. The question then, said Mr Jens Wiercking of Prof Dr Dörf & Partners in Düsseldorf, was whether the market would see new highs.

In fact, it was a double top, noted Mr Wiercking, who feared that the liquidity which had boosted German equities would now disappear, with US investors redeeming their mutual fund holdings and hedge funds choosing to repay yen debt rather than continue to shovel funds into equities.

"International investors are fully invested in Ger-

**THE DAY'S CHANGES**

	% Change
Amsterdam	-4.4
Stockholm	-4.3
Frankfurt	-3.7
Zurich	-3.4
Paris	-2.8
Milan	-1.9

many, they have made good profits and they are likely to use the German market to get into cash," said Mr Wiercking.

He added that excitement associated with the shareholder value theme had been dissipated by policy decisions at Hoechst, which ruled out a pharmaceuticals hiive-off, and at Krupp, which pulled out of its reverse bid for Thyssen.

PARIS saw progress reports from CLF-Dexia and Saint-Gobain, and punished both of them.

Dexia, the Franco-Belgian

FTSE Actuarial Spanish Indices

THE EUROPEAN SERIES	
Index	Value
FTSE 100	2,188.81
FTSE 200	2,284.36
FTSE 300	2,188.81
FTSE 400	2,188.81
FTSE 500	2,188.81

banking combine, reported a 13 per cent rise in 1996 net income and forecast a further gain in 1997 profits. It also saw a broker sell recommendation and fell FFR66, or 7.8 per cent, to FFR561.

Saint-Gobain admitted to product pricing problems, but it forecast a gain of at least 20 per cent in 1997 net profits.

This left the shares down FFR42, or 5 per cent, at FFR518, as the CAC 40 index shed 74.86 at 2,851.52.

ZURICH's blue-chip exporters added the dollar to the Dow and the SMI index finished 157.5 lower at 4,501.7. Nestlé dropped SFR64 to SFR1,621 and Roche certificates gave up SFR620 to SFR1,625.

Among financials, CS Group, a recent high flyer, gave back SFR950 to SFR1,663 while the insurer Zurich lost SFR1,650 at SFR436.50.

Lindt & Sprüngli, the

# Hong Kong, Sydney drop after four-day break

**ASIA PACIFIC**  
Wall Street's decline over the previous two sessions kept the pressure on most regional markets with the biggest losses being registered in those returning to work after an extended four-day break.

Among these, HONG KONG posted its ninth-biggest points loss ever, unsettled by the prospect of higher interest rates and the outlook for the domestic property sector.

The Hang Seng index plummeted 660.13 to 12,074.19 in turnover that picked up to HK\$9.1bn.

Property stocks were hurt both by the outlook for interest rates and worries that the Hong Kong government might intervene further to curb rising property prices after moving last week to increase supply.

Cheung Kong slumped HK\$4.50 to HK\$63.75 and Sun Hung Kai Properties tumbled HK\$3.50 to HK\$78.50.

TOKYO combined the Wall Street effect with disappointment over Monday's plans to revive the property market, writes *Gwen Robinson*.

The Nikkei 225 average fell 133.51 to 17,669.59, after moving between 17,529.05 and 17,934.79. Volume swelled from 259m shares to an estimated 399m.

**THE DAY'S CHANGES**

	% Change
Hong Kong	-5.9
Sydney	-2.9
Kuala Lumpur	-1.3
Tokyo	-0.7
Seoul	-0.6
Singapore	+0.1
Taipei	+2.0

of Tokyo-Mitsubishi shed Y30 to Y1,910 and Industrial Bank of Japan fell Y30 to Y1,230. NCB, which confirmed details of its radical restructuring plan, slid a further Y19 to Y261.

Real estate companies mostly retreated. Mitsui Fudosan fell Y40 to Y1,240 and Heiwa Real Estate by Y15 to Y575.

Retailers were hit on the first day of the sales tax increase from 3 per cent to 5 per cent. Ito-Yokado shed Y120 to Y5,380 and Juseco, another supermarket opera-

tor, fell Y80 to Y3,320. In department stores, Takashimaya shed Y80 to Y1,180 and Isetan Y30 to Y1,210.

In Osaka, the OSE average fell 188.48 to 18,973.44 as volume fell to 18.1m shares.

SYDNEY brokers said that volume was relatively thin, with a dearth of sell orders as the All Ordinaries index closed 70.1 lower at 2,562.2.

SINGAPORE recovered from an early tumble and the Straits Times Industrial index finished 1.67 higher at 2,074.87.

The rally among blue

chips was led by Fraser & Neave, up 40 cents at S\$12.20, and Keppel, which picked up 15 cents at S\$9.25.

KUALA LUMPUR finished lower in further response to Bank Negara's plan to curb loans for property and share purchases and the composite index closed down 15.33 at 1,182.65, with banking and property stocks under pressure.

SEOUL saw an early rally in response to Monday's long-awaited announcement of a rise in the foreign investment ceiling. However,

that soon gave way to profit-taking which left the composite index to close 4.35 lower at 672.99.

TAIPEI was rescued from the Wall Street effect as Formosa Plastics reached agreement with the Taiwan economics ministry to back off from a US\$3bn China power plant investment. Taipei was expected to deny it a permit to finance the controversial project.

The weighted index rose 159.21 to 8,163.41, although Formosa Plastics itself fell 50 cents to T\$69.

MARKETS IN PERSPECTIVE

	% change in last currency				% change in US \$			
	1 Week	4 Weeks	1 Year	Start of 1997	1 Week	4 Weeks	1 Year	Start of 1997
Australia	+0.13	+0.19	+16.35	+6.93	+2.86	-1.77		
Belgium	+2.76	+0.44	+32.20	+13.84	+9.44	+4.52		
Denmark	+0.57	+0.89	+39.89	+12.89	+8.18	+4.28		
Finland	-0.13	-1.37	+54.23	+13.62	+10.17	+5.22		
France	+2.65	+1.68	+31.39	+14.43	+10.34	+5.37		
Germany	+3.70	+4.85	+34.62	+16.32	+13.51	+8.78		
Ireland	+1.84	+1.86	+55.57	+17.58	+6.83	+0.60		
Italy	+0.32	+0.35	+27.91	+12.80	+7.28	+2.47		
Netherlands	+2.11	+1.52	+40.37	+13.96	+9.53	+4.61		
Norway	+1.39	+0.61	+36.07	+9.85	+10.56	+5.81		
Spain	+3.02	+4.22	+46.36	+6.60	+4.11	-0.57		
Sweden	+3.80	+4.48	+45.79	+16.78	+10.51	+5.35		
Switzerland	+3.47	+3.90	+26.90	+18.01	+14.47	+8.32		
UK	+1.17	+0.21	+15.71	+4.15	-0.53	-7.25		
EUROPE	+2.16	+1.67	+27.15	+11.01	+8.32	+3.45		
Australia	+1.61	-0.15	+9.99	+0.69	+4.11	-0.57		
Hong Kong	+0.06	+0.06	+5.18	-9.53	-5.57	-10.10		
Indonesia	+1.36	-7.40	n.a.	+3.57	+8.70	+1.91		
Japan	-1.16	-0.49	-13.61	-5.91	-7.69	-11.84		
Malaysia	+0.03	-5.44	+10.08	+0.92	+7.54	+2.71		
New Zealand	+0.29	-1.85	+0.92	-6.00	-3.24	-7.58		
Philippines	+0.41	-5.20	+0.00	-3.78	+0.39	-4.12		
Singapore	+1.54	-6.92	-8.86	-4.02	-2.58	-7.25		
Thailand	+1.63	-1.77	-58.21	-14.89	-12.08	-16.02		
Canada	-2.35	-3.72	+21.42	-0.11	+3.84	-0.82		
USA	-1.27	-2.17	+18.70	+4.12	+4.12	+4.12		
Brazil	-0.48	+2.55	+84.49	+27.28	+30.79	+24.92		
Mexico	+0.87	-0.55	+18.71	+12.91	+17.48	+12.20		
South Africa	-0.28	-1.44	+4.04	+6.59	+18.58	+13.24		
WORLD INDEX	-0.21	-1.01	+12.90	+3.86	+5.44	+0.70		

1 Based on March 29, 1997. 2 Copyright, FTSE International Limited, Goldman, Sachs & Co. and Standard & Poor's, 1997. All rights reserved.

# Johannesburg tumbles 1.9%

Johannesburg joined in the global rush of falling shares, leaving the overall index down 132.4 or 1.9 per cent at 6,962.4 as industrials dropped 164.8 or 2 per cent to 8,174.8. Golds initially fared better before the bullion price edged below \$350.

an ounce, and the index finished 6.3 weaker at 1,392.3.

SA Breweries gave up 300 cents at R137 after a day of rumours, denied by the South African group, that it might be about to bid for the Austrian drinks group, BBAC.

# Notice of Annual General Meeting on 28 April 1997

The Board of Directors of Tele Danmark A/S hereby convenes the Annual General Meeting to be held at Tele Danmark A/S's office at Slet (Aarhus), 30 Sletvej, 8310 Tranbjerg J, Denmark, on Monday, 28 April 1997 at 2.00 p.m.

The agenda for the Annual General Meeting is as follows:

1. Election of the Chairman of the meeting.
2. The Board of Directors' report on the activities of the Company during the preceding year.
3. Submission and adoption of the annual accounts, including the auditor's report.
4. Resolution to discharge the Management and the Board of Directors from their obligations in respect of the accounts.
5. Resolution for the distribution of the profit or the treatment of the loss, as the case may be, according to the adopted accounts.
6. Election of Directors, including Chairman and Vice-Chairman.
7. Election of two Auditors.
8. The Board proposes that the Annual General Meeting authorize the Board of Directors - until the next Annual General Meeting - to acquire own A and B shares at a nomi-

nal value of up to 10% of the nominal share capital of the Company. The purchase price for the shares in question shall not deviate by more than 10% from the price quoted for B shares on the Copenhagen Stock Exchange at the time of the acquisition. In case of acquisition of A shares, the purchase price must, furthermore, take into account the special dividend limitation applying to A shares in the period 1 January until 28 February 1997 pursuant to article 6 (2) of the Articles of Association.

Furthermore, admission cards can be obtained during the above period by calling Den Danske Bank (Tel: +45 33 44 51 40). When requesting an admission card by telephone, the VP reference number must be stated.

Proxy and Annual Report 1996 will be forwarded by The Bank of New York to registered holders of Tele Danmark's American Depositary Receipts.

Tele Danmark A/S  
Board of Directors

FT/SP ACTUARIAL WORLD INDICES

The FT/SP Actuarial World Indices are owned by FTSE International Limited, Goldman, Sachs & Co. and Standard & Poor's. The indices are compiled by FTSE International and Standard & Poor's in conjunction with the Faculty of Actuaries and the Institute of Actuaries, New Zealand Securities Ltd, was a co-founder of the indices.

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